

# **GURU NANAK COLLEGE (AUTONOMOUS)**

(Affiliated to University of Madras and Accredited at A++ Grade By NAAC)

Guru Nanak Salai, Velachery, Chennai - 600042



## **SCHOOL OF MANAGEMENT MASTER OF BUSINESS ADMINISTRATION**

**(For the PG Batch of 2024-26 and thereafter)**

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# **LOCF - LEARNING OUTCOME BASED CURRICULUM FRAMEWORK**

## **Preamble**

### **1. About the Programme**

The MBA programme offers students a unique opportunity to experience the blend of practical knowledge in business with the management theories. The MBA programme is designed with due care with a team of experts from academia and industry to make the students corporate ready. Further, the specializations are structured as per the industry requirements that enable the students to venture into new vistas of the business world.

The programme provides platform for learners to have continuous interaction with C-suite executives from reputed companies across different domains enabling the students to work effectively in the VUCA (volatility, uncertainty, complexity and ambiguity) world. The intensive internship programme allows the MBA students to connect with organizations in their field of interest and to develop professionalism in life.

The two-year MBA programme in Guru Nanak College enables the students to learn a multitude of critical business strategies and skills like Problem Solving Skills, Critical Thinking, Persuasion Skills, and Analytical Skills through andragogy approach – Case Studies, Role Plays, Book Reviews, and Article Reviews to be effective and efficient in their realm of work. The MBA programme instils both entrepreneurial and intrapreneurial skills and attitude for the most successful career of their choice.

### **2. Vision**

To provide potential management professionals to the corporate world who can outperform and provide value addition to the organisation and also to bring out entrepreneurial competences in management candidates.

### **3. Mission**

- To use creative andragogy of training to impart various skills needed for successful conduct of a business entity.
- To impart critical thinking using methodologies like Case analysis, cue cards, Advertisement analysis, book and article reviews etc.
- To furnish hands on experience to management students through internships and project work.

#### **4. Program Educational Outcomes (PEOs)**

##### **1. Values of Life, Ethics & Social Concern**

The graduates exhibit truth, loyalty, and love as integral moral principles, thereby contributing to a society characterized by enhanced well-being and fundamental goodness in behavior.

##### **2. Employability & Entrepreneurship**

The graduates apply analytical, logical, and critical problem-solving skills in professional contexts, elevating employability and cultivating entrepreneurial capabilities through upskilling.

##### **3. Regional/National/Global Relevance & Competency**

The graduates foster advanced analytical skills and a heightened appreciation for current Regional/National/Global perspectives, enabling informed and sustainable decision-making in a dynamic environment.

##### **4. Skill Enhancement, Self-Directed & Lifelong Learning**

The graduates independently engage in skill-based learning, utilizing infrastructure and opportunities for continuous upskilling, enabling self-evaluation and lifelong excellence attainment.

##### **5. Research Skills & Innovation**

The graduates proficiently apply scientific reasoning, fostering creativity, strategic thinking, and effective problem-solving skills. They demonstrate a core competency in generating innovative ideas for advancements and inventions.

#### **5. PROGRAMME OUTCOMES**

The following points are the expected outcomes of the two years MBA programme of Guru Nanak College:

PO1: Enlightening with management theories to deal perplex business issues in the volatile economic environment

PO2: Fostering analytical skills by apply research methods to solve critical issues in business

PO3: Adopting latest technology in the to implement leading-edge in agile global market

PO4: Stimulating real business scenario to reinforce decision making capabilities through case studies

PO5: Drafting organization policies to serve as a roadmap in the heterogeneous market conditions

## 6. PROGRAMME SPECIFIC OUTCOMES

PSO1: Enhancing professional competency to transform into entrepreneur instilled with critical thinking

PSO2 : Equipping with leadership skills to manage employees in a highly creative and multi-cultural environment

PSO3: Leveraging the wide management knowledge to display outstanding performance in diverse corporate sector with problem solving skills

PSO4: Encouraging analytical and research skills in various arenas of Business management

PSO5: Invigorating business acumen and effective decision making.

## 7. PEO – PO mapping

	PEO 1	PEO2	PEO3	PEO4	PEO5
PO 1	Y	Y	Y	Y	Y
PO 2	Y	Y	Y	Y	Y
PO3	Y	Y	Y	Y	Y
PO 4	Y	Y	Y	Y	Y
PO 5	Y	Y	Y	Y	Y

## 8. PO – PSO mapping

	PO 1	PO2	PO3	PO4	PO5
PSO 1	Y	Y	Y	Y	Y
PSO 2	Y	Y	Y	Y	Y
PSO3	Y	Y	Y	Y	Y
PSO 4	Y	Y	Y	Y	Y
PSO 5	Y	Y	Y	Y	Y

## **9. CHOICE BASED CREDIT SYSTEM (CBCS)**

The College follows the CBCS with Grades under the Semester pattern. Each course is provided with a credit point based on the quantum of subject matter, complexity of the content and the hours of teaching allotted. This is done after a thorough analysis of the content of each subject paper by the members of the Board of Studies and with the approval of the Academic Council. Students are also offered a variety of Job oriented Elective, Multidisciplinary skill-based courses as part of the curriculum. Students can earn extra credits by opting for Massive Open Online Courses (MOOCs) and Certificate Courses.

The evaluation method under CBCS involves a more acceptable grading system that reflects the personality of the student. This is represented as Cumulative Grade Point Average (CGPA) and Grade Point Average (GPA) which are indicators of the Academic Performance of the student. It provides students with a scope for horizontal mobility and empowers them with the flexibility of learning at their convenience.

### **ELIGIBILITY FOR ADMISSION**

Candidates admitted to the first year of the UG programme should have passed the higher Secondary Examinations (Academic or Vocational Stream) conducted by the Government of Tamil Nadu or an examination accepted as equivalent thereof by the Syndicate of the University of Madras. Students applying for the PG programme should have taken the UG degree in the relevant subject from a recognized university as per the norms of the University of Madras.

For B.Com. (Hons): Candidates admitted to the first year of the B.Com. (Hons.) programme should have passed the higher secondary examinations conducted by the Government of Tamil Nadu or an examination accepted as equivalent thereof by the Syndicate of the University of Madras with 75 % cut-off in Commerce/Business studies, Accountancy, Economics and Business Mathematics/ Mathematics.

For MBA: The basic requirement for admission to the MBA programme is a Bachelor's degree in any discipline with a minimum of 50% marks in aggregate and satisfactory test score in MAT Entrance Test conducted by AIMA, New Delhi / TANCET for MBA conducted by Government of Tamil Nadu / CAT / XAT or any other approved MBA Entrance Tests.

For MCA: Only those candidates who have passed B.C.A/B.Sc. in Computer Science or any other equivalent degree OR passed B.Sc./B.Com/BA with Mathematics at 10 + 2 level or at graduation level (with Optional bridge course in Mathematics), provided they have undergone the course under 10+2+3 pattern and obtained at least 50% of marks (45 % marks in case of candidates belonging to reserved category) in the qualifying examination shall be eligible for admission to the M.C.A. Programme.



## **DURATION OF THE COURSE**

The UG programme is of three years duration with six semesters and the PG programme is of two years duration with four semesters. The period from June to November is termed as the odd semester and the period from December to April is referred to as the even semester. Each semester must compulsorily have 90 working days before the students appear for the final End Semester Exam.

## **COURSE OF STUDY**

The main course of study for the Bachelor's Degree shall consist of the following:

### **FOUNDATION COURSES**

PART - I: Tamil/ Hindi /Sanskrit/French

PART - II: English

### **CORE COURSES**

PART - III: Consisting of (a) Main subject (b) Allied Subjects (c) Elective subjects related to the main subject of study and project work.

PART – IV: Those who have not studied Tamil up to XII standard and have taken a non- Tamil language under Part – I, shall opt for Basic Tamil in the first two semesters.

Those who have studied Tamil up to XII standard, and taken a non -Tamil language under Part – I, shall opt for Advanced Tamil in the first two semesters.

Others, who do not come under either of the clauses mentioned above, can choose a Non-Major Elective (NME) in the first two semesters.

Soft Skills (I, II, III & IV Semesters)

Self-Study (Compulsory) Course (III Semester)

Environmental Studies (IV Semester)

Value Education (V Semester)

Summer Internship (After IV Semester)

PART - V: Compulsory Extension Services

A Student shall be awarded one credit for compulsory extension service. A student must enroll in NSS / NCC /Sports & Games/ Citizen Consumer Club / Enviro Club or any other service organization in the College and should put in compulsory minimum attendance of 40 hours, which shall be duly certified by the Principal of the College. If a student lacks 40 hours compulsory minimum attendance in the extension services in any Semester, s/he shall have to compensate the same, during the subsequent Semesters.

## **COURSE STRUCTURE**

The UG programme consists of 15-19 Core courses with 3-4 credits for each paper, 3 Elective courses and 4 Allied courses with 4-5 credits for each paper in addition to 4 Soft Skill courses with two credits each. Internship as a compulsory component carries 2 credits. The B.Com. (Hons) course has 31 core courses of 4 credits each and project with 8 credits.

The MBA programme has 15 core courses including project work with 4 credits, 6 elective courses with 3 credits, 2 extra disciplinary courses with 3 credits, Four Soft Skill courses with two credits each.

The MCA programme has 15 core courses of 2-4 credits, 5 Elective courses of 3 credits, 2 Extra- disciplinary courses of 3 credits and a project work of 17 credits.

Internship training is a compulsory component for all the UG & PG programmes.

### **10. Consolidated Credit Structure for all the 2 years**

		No. of Paper	Credits
Part III	Core	14	60
	Elective	8	24
Part IV	Soft Skills	4	8
	Internship	1	2
Total			94

### 11. Credit Distribution for each Semester:

Semester 1		Subject	Hrs/Week	Credit	Marks		Total
Course Component					Internals	Externals	
Part III	Core Paper-I	Management Principles and Business Ethics	5	4	50	50	100
	Core Paper-II	Management Information System	5	4	50	50	100
	Core Paper-III	Organisational Behaviour	5	4	50	50	100
	Core Paper-IV	Financial Reporting and Analysis	5	4	50	50	100
	Core Paper-V	Managerial Economics	5	4	50	50	100
	Elective - Extra disciplinary - I	Innovation and Entrepreneurship	3	3	50	50	100
IV	Soft Skills - I	Communication and Presentation Skills for Executives	2	2	-	100	100
Total			30	25			

Semester II		Subject	Hrs/Week	Credit	Marks		Total
Course Component					Internals	Externals	
III	Core Paper-VI	Legal Aspects of Business	5	4	50	50	100
III	Core Paper-VII	Statistics and Quantitative Methods for Business	4	4	50	50	100
III	Core Paper-VIII	Human Resource Management	4	4	50	50	100
III	Core Paper-IX	Marketing Management	4	4	50	50	100

III	Core Paper-X	Operations Management	4	4	50	50	100
III	Core Paper-XI	Financial Management	4	4	50	50	100
III	Elective - Extra disciplinary - II	Business Research Methods	3	3	50	50	100
IV	Soft Skills –II	Research Analysis	2	2	-	100	100
Total			30	29			

Semester III		Subject	Hrs/Week	Credit	Marks		Total
Course Component					Internals	Externals	
III	Core Paper-XII	Strategic Management	4	4	50	50	100
III	Core Paper-XIII	Applied Operations Research	4	4	50	50	100
III	Professional Elective- I	Left to the choice of students	3	3	50	50	100
III	Professional Elective- II	Left to the choice of students	3	3	50	50	100
III	Professional Elective- III	Left to the choice of students	3	3	50	50	100
III	Professional Elective- IV	Left to the choice of students	3	3	50	50	100
IV	Soft Skills - III	Employability Skills	2	2	-	100	100
	Internship *		-	2	-	100	100
Total			22	24			

Semester IV		Subject	Hrs/Week	Credit	Marks		Total
Course Component					Internals	Externals	
III	Professional Elective- V	Left to the choice of students	4	3	50	50	100
III	Professional Elective- VI	Left to the choice of students	4	3	50	50	100
III	Core Paper- XIV	Project work and viva voce **	-	8		200	200
IV	Soft Skills - IV	Persuasion Skills	2	2	-	100	100
Total			10	16			

### HR Electives:

Semester III/IV		Subject	Hrs/Week	Credit	Marks		Total
Course Component					Internals	Externals	
III	Professional Elective- I	Industrial Relations and Labour Welfare	3	3	50	50	100
III	Professional Elective- II	Compensation Management	3	3	50	50	100
III	Professional Elective- III	Strategic Human Resource Management	3	3	50	50	100
III	Professional Elective- IV	Human Resources Development	3	3	50	50	100
III	Professional Elective- V	Managerial Behavior and Effectiveness	3	3	50	50	100
III	Professional Elective- VI	Stress Management	3	3	50	50	100
III	Professional Elective- VII	HR Analytics	3	3	50	50	100

**Finance Electives:**

Semester III/IV		Subject	Hrs/Week	Credit	Marks		Total
Course Component					Internals	Externals	
III	Professional Elective- I	Corporate Finance	3	3	50	50	100
III	Professional Elective- II	Banking and Insurance	3	3	50	50	100
III	Professional Elective- III	Corporate Restructuring	3	3	50	50	100
III	Professional Elective- IV	Security Analysis and Portfolio Management	3	3	50	50	100
III	Professional Elective- V	Merchant Banking and Financial Services	3	3	50	50	100
III	Professional Elective- VI	Tax Management	3	3	50	50	100

**Marketing Electives:**

Semester III/IV		Subject	Hrs/Week	Credit	Marks		Total
Course Component					Internals	Externals	
III	Professional Elective- I	Retail Marketing	3	3	50	50	100
III	Professional Elective- II	Brand Management	3	3	50	50	100
III	Professional Elective- III	Services Marketing	3	3	50	50	100
III	Professional Elective- IV	Consumer Behaviour	3	3	50	50	100
III	Professional Elective- V	Sales and Distribution Management	3	3	50	50	100
III	Professional Elective- VI	Advertising Management and Sales Promotion	3	3	50	50	100

**Supply Chain Management and Logistics Electives:**

Semester III/IV		Subject	Hrs/Week	Credit	Marks		Total
Course Component					Internals	Externals	
III	Professional Elective- I	Supply chain finance and risk management	3	3	50	50	100
III	Professional Elective- II	Business forecasting and data analytics	3	3	50	50	100
III	Professional Elective- III	Logistics and transport management	3	3	50	50	100
III	Professional Elective- IV	Supply chain management	3	3	50	50	100

**Digital Management and Business Analytics Electives:**

Semester III/IV		Subject	Hrs/Week	Credit	Marks		Total
Course Component					Internals	Externals	
III	Professional Elective- I	E-Commerce	3	3	50	50	100
III	Professional Elective- II	Social media marketing	3	3	50	50	100
III	Professional Elective- III	Digital Marketing	3	3	50	50	100
III	Professional Elective- IV	Business Analytics	3	3	50	50	100

**Travel and Tourism Electives:**

Semester III/IV		Subject	Hrs/Week	Credit	Marks		Total
Course Component					Internals	Externals	
III	Professional Elective- I	Hospitality management	3	3	50	50	100

III	Professional Elective- II	Event management	3	3	50	50	100
III	Professional Elective- III	Tourism management	3	3	50	50	100
III	Professional Elective- IV	Travel agency and tour operations	3	3	50	50	100

**International Business Electives:**

Semester III/IV		Subject	Hrs/Week	Credit	Marks		Total
Course Component					Internals	Externals	
III	Professional Elective- I	International trade	3	3	50	50	100
III	Professional Elective- II	Export management	3	3	50	50	100
III	Professional Elective- III	Foreign exchange management	3	3	50	50	100
III	Professional Elective- IV	Cross cultural management	3	3	50	50	100

**Entrepreneurship Electives:**

Semester III/IV		Subject	Hrs/Week	Credit	Marks		Total
Course Component					Internals	Externals	
III	Professional Elective- I	Management of Small Business	3	3	50	50	100
III	Professional Elective- II	Indian Ethos and Business Ethics	3	3	50	50	100
III	Professional Elective- III	Project Management	3	3	50	50	100
III	Professional Elective- IV	Social Entrepreneurship	3	3	50	50	100

**\*Internship:**

Students have to work in any business organization for a period of 30 days and to submit a written report of their performance in the organization

Students should choose Six Subjects from the list of electives in consultation with the Head of the Institution.



## **\*\* The Project Work**

Project work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits).

The Viva-voce will be conducted by Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits).

## **EXAMINATION**

Continuous Internal Assessment (CIA) will be for 50 percent and End Semester Examination (ESE) will be for 50 percent.

### **CONTINUOUS INTERNAL ASSESSMENT (CIA)**

Every semester will have a mid-semester examination which will be conducted on completion of 45 working days in each semester. A Model exam for three hours duration will be conducted on completion of 80 working days in each semester. For the courses coming under Part IV, ESE will be conducted in MCQ pattern. Internship credits will be given in semester V after verification of documents by the respective Heads.

The schedule for these tests is as follows:

<b>CIA</b>	<b>Schedule</b>	<b>Syllabus Coverage</b>
Mid Semester Examination	After <b>45</b> working days of the Semester	60%
Model Examination	After <b>80</b> working days of the Semester	95%

The components for the CIA (Theory & Practicals) are as follows:

<b>Internal Components</b>			
<b>Assessment Type</b>	<b>Nature</b>	<b>Maximum Marks</b>	<b>% of Weightage</b>
CIA	Mid Semester Examination	50	10
Model	Model Examination	100	10
	Assignment		10
	Class activities		15
	Attendance		5
Total			50

The class activity relates to a programme of accepted innovative techniques such as Seminar, Quiz, Portfolio creation, PowerPoint presentation, Objective tests, Role play, Group discussion, Case Study etc. The mode of evaluation of the class activity will be fixed before the commencement of the semester and an approval will be obtained from the Head of the programme/wing. The students will be informed of the various methods of evaluation once the semester begins.

A record of all such assessment procedures will be maintained by the department and is open for clarification. Students will have the right to appeal to the Principal in case of glaring disparities in marking. CIA marks for practical subjects will be awarded by the respective faculty based on the performance of the student in the model practical examination, observation notebook, submission of record books, regularity and attendance for the practical classes. The attendance particulars for practical classes will be maintained by the concerned faculty. The marks for attendance will be awarded as per the following:

<b>% of General Attendance</b>	<b>Marks Awarded</b>
90-100	5
75-89	4
60-74	3
<60	0

### **END SEMESTER EXAMINATIONS (ESE)**

After the completion of a minimum of 90 working days each semester, the End Semester Examinations will be conducted. Examinations for all UG and PG programmes will be held for all courses in November/December and April/May. Practical examinations will be conducted only during the end of the odd / even semester before, during or after the commencement of the theory exam. The schedule for ESE Practicals will be notified by the Controller of Examinations in consultation with the Dean (Academics).

### **12. Mode of Evaluation**

<b>METHODS OF EVALUATION</b>		
Internal Evaluation	Mid Sem Exam (10)	50 Marks
	Model Exam (10)	
	Assignment (10)	
	Class activity (15)	
	Attendance (5)	
External Evaluation	End Semester Examination	50 Marks
Total		100 Marks

### **13. Method of assessment**

<b>Remembering (K1)</b>	<ul style="list-style-type: none"> <li>• The lowest level of questions requires students to recall information from the course content</li> <li>• Knowledge questions usually require students to identify information in the textbook.</li> <li>• Suggested Keywords: <b>Choose , Define, Find, How, Label, List, Match, Name, Omit, Recall, Relate, Select, Show, Spell, Tell, What, When, Where, Which, Who, Why</b></li> </ul>
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<b>Understanding (K2)</b>	<ul style="list-style-type: none"> <li>• Understanding off acts and ideas by comprehending organizing, comparing, translating, interpolating and interpreting in their own words.</li> <li>• The questions go beyond simple recall and require students to combined at altogether</li> <li>• Suggested Keywords: <b>Classify, Compare, Contrast, Demonstrate, Explain, Extend, Illustrate, Infer, Interpret, Outline, Relate, Rephrase, Show, Summarize, Translate</b></li> </ul>
<b>Application (K3)</b>	<ul style="list-style-type: none"> <li>• Students have to solve problems by using / applying a concept learned in the classroom.</li> <li>• Students must use their knowledge to determine a exact response.</li> <li>• Suggested Keywords: <b>Apply, Build, Choose, Construct, Develop, Experiment with, Identify, Interview, Make use of, Model, Organize, Plan, Select, Solve, Utilize</b></li> </ul>
<b>Analyze (K4)</b>	<ul style="list-style-type: none"> <li>• Analyzing the question is one that asks the students to breakdown something into its component parts.</li> <li>• Analyzing requires students to identify reasons causes or motives and reach conclusions or generalizations.</li> <li>• Suggested Keywords: <b>Analyze, Assume, Categorize, Classify, Compare, Conclusion, Contrast, Discover, Dissect, Distinguish, Divide, Examine, Function, Inference, Inspect, List, Motive, Relationships, Simplify, Survey, Take part in, Test for, Theme</b></li> </ul>
<b>Evaluate (K5)</b>	<ul style="list-style-type: none"> <li>• Evaluation requires an individual to make judgment on something.</li> <li>• Questions to be asked to judge the value of an idea, a character , a work of art, or a solution to a problem.</li> <li>• Students are engaged in decision-making and problem–solving.</li> <li>• Evaluation questions do not have single right answers.</li> <li>• Suggested Keywords: <b>Agree, Appraise, Assess, Award, Choose, compare, Conclude, Criteria, Criticize, Decide, Deduct, Defend, Determine, Disprove, Estimate, Evaluate, Explain, Importance, Influence, Interpret, Judge, Justify, Mark, Measure, Opinion, Perceive, Prioritize, Prove, Rate, Recommend, Rule on, Select, Support, Value</b></li> </ul>
<b>Create (K6)</b>	<ul style="list-style-type: none"> <li>• The questions of this category challenge students to get engaged in creative and original thinking.</li> <li>• Developing original ideas and problem-solving skills</li> <li>• Suggested Keywords: <b>Adapt, Build, Change, Choose, Combine, Compile, Compose, Construct, Create, Delete, Design, Develop, Discuss, Elaborate, Estimate, Formulate, Happen, Imagine, Improve, Invent, Make up, Maximize, Minimize, Modify, Original, Originate, Plan, Predict, Propose, Solution, Solve, Suppose, Test, Theory</b></li> </ul>

# **SEMESTER I**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: CORE I</b>
<b>COURSE NAME: MANAGEMENT PRINCIPLES AND BUSINESS ETHICS</b>	<b>COURSE CODE: 19PMBA301</b>
<b>SEMESTER: I</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

**COURSE OUTCOME:**

1. Recognize the role of a manager and how it relates to the organization's goal.
2. Understand setting of objectives, strategies, policies leading to effective decision making
3. Describe the purpose of organizing and its structure and the staffing function.
4. Identify the role of directing and communication for effective management.
5. Focus on aspects of controlling and aspects of ethics for sustainable business practices.

**UNIT I: INTRODUCTION TO MANAGEMENT**

**15 Hours**

Definition and meaning of Management- Role of professional managers- Evolution of management thought- Environmental factors affecting Management-Levels of Management.

**UNIT II: PLANNING**

**15 Hours**

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision-Decision making process- Rational decision-making process- Decision making under different conditions.

**UNIT III: ORGANISING**

**15 Hours**

Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization - Line and staff authority- Departmentalization- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Orientation-Career development- Career stages- Training- Performance appraisal

**UNIT IV: DIRECTING**

**15 Hours**

Importance of Directing function- Role of Supervisor- Functions of Supervisor- Leader Vs Manager- Managing people- Communication in Organisation -hurdles in communication- Types of Communication.

**UNIT V: CONTROLLING****15 Hours**

Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Co-ordination –Need for co-ordination – Techniques of securing coordination – MBE. Business Ethics: Importance of Business Ethics – Corporate Social Responsibility – Ethical Decision Making and Ethical Leadership – Ethics Audit —Sustainable Business Practices.

**RECOMMENDED TEXT BOOKS:**

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
4. Charles W.L Hill and Steven L McShane, „Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.

**REFERENCE BOOKS :**

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competencybased approach, Thompson South Western, 11th edition, 2008.
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
3. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.

**E-LEARNING RESOURCES:**

1. <https://hbr.org/2004/01/understanding-leadership>
2. <https://www.psychologytoday.com/us/basics/motivation>
3. <https://fhsu.pressbooks.pub/management/chapter/controlling/>

**GUIDELINES TO THE QUESTION PAPER SETTERS**  
**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

<b>UNITS</b>	<b>SECTION A</b>		<b>SECTION B</b>		<b>SECTION C</b>	
	<b>THEORY</b>	<b>PROBLEM</b>	<b>THEORY</b>	<b>PROBLEM</b>	<b>THEORY</b>	<b>PROBELM</b>
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Recognize the role of a manager and how it relates to the organization's goal.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Understand setting of objectives, strategies, policies leading to effective decision making	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Describe the purpose of organizing and its structure and the staffing function.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Identify the role of directing and communication for effective management.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Focus on aspects of controlling and aspects of ethics for sustainable business practices	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**



<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: CORE II</b>
<b>COURSE NAME: MANAGEMENT INFORMATION SYSTEM</b>	<b>COURSE CODE: 20PMBA302</b>
<b>SEMESTER: I</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To understand the role and uses of information systems in the business environment

**COURSE OUTCOME:**

1. Analyse the role of information technology and major types of information systems in organizations.
2. Describe the database concepts and database management system software to apply in various business organisations.
3. Apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, and deployment of various functional business systems.
4. Effectively communicate strategic alternatives to facilitate decision-making through technology.
5. Demonstrate information systems control and audits and provide exposure to risks in online operations, ERP and e-governance functionalities in business environment.

**UNIT I: INTRODUCTION**

**15 Hours**

Definition of System–Information System –Management Information System – characteristics and Role of Management Information System - Information System Activities and Resources – Types of Information Systems – Managerial Challenges of Information Technology – Strategic Uses of Information Technology.

**UNIT II: DATABASE AND INFORMATION MANAGEMENT**

**15 Hours**

The Database Management Approach–Data warehousing –Data Mining –Database Structures Telecommunication Networks: Business Use of the Internet –Role of Intranets and Extranets–Types of Telecommunication Networks

**UNIT III: DEVELOPING BUSINESS/IT SOLUTIONS**

**15 hours**

Systems Development Life Cycle –Prototyping –Feasibility Studies -System Analysis – Systems Design –End user Development Functional Business Systems: Marketing Systems – Manufacturing Systems –Human Resource Systems –Accounting Systems–Financial Management Systems.

**UNIT IV: DECISION SUPPORT SYSTEMS****15 hours**

Decision Making Process -DSS Components –What-if Analysis–Sensitivity Analysis–Goal-seeking Analysis Artificial Intelligence Technologies in Business: Overview of Artificial Intelligence –Neural Networks –Fuzzy Logic Systems

**UNIT V: SECURITY AND ETHICAL CHALLENGES****15 hours**

Information Systems Controls –Risks of Online Operations –Security Measures –Systems Controls and Audits–Ethical Responsibility of Business Professionals- ERP -e-governance  
Total: 75 Hours

**RECOMMENDED TEXT BOOKS:**

1. Azam, M., Management Information System, McGrawHill Education, 2012.
2. Kendall, K.and Kendall,J., Systems Analysis and Design, 7<sup>th</sup> Edition,HI Learning, 2009.
3. Laudon, K., Laudon, J.and Dass,R., Management Information Systems –Managing theDigital Firm, 11<sup>th</sup> Edition, Pearson, 2010.
4. Mohapatra, S., Cases in Management Information Systems, PHI Learning, 2008.
5. Murdick, R.G.,Ross, J.E.and Claggett,J.R., Information Systems for Modern Management, 3<sup>rd</sup> Edition, PHI, 2011

**REFERENCE BOOKS:**

1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
2. Gordon Davis, Management Information System: Conceptual Foundations, Structure andDevelopment, Tata McGraw Hill, 21st Reprint 2008.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the InformationAge, McGraw Hill, 2005. 9th edition, 2013.
4. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.

**E-LEARNING RESOURCES:**

1. <http://www.webopedia.com/TERM/M/MIS.html>
2. <http://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=11&cad=rja&uact=8&sqi=2&ved=0CFQQFjAK&url=http%3A%2F%2Fwww.informationbuilders.com%2Fdecision-support-systems-dss&ei=H33YVO3YDIHpmAWZ2IL4Bw&usq=AFQjCNEB9N9uKWhEa2cIIEEDktQW6wgZzVw&sig2=slr5NH2mgCITmqGXCr-7Kw&bvm=bv.85464276,d.dGY>

**GUIDELINES TO THE QUESTION PAPER SETTERS**  
**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		2	
III	2		2		1	
IV	3		1		1	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Analyse the role of information technology and major types of information systems in organizations.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Describe the database concepts and database management system software to apply in various business organisations.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, and deployment of various functional business systems	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Effectively communicate strategic alternatives to facilitate decision-making through technology.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Demonstrate information systems control and audits and provide exposure to risks in online operations, ERP and e-governance functionalities in business environment	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: CORE III</b>
<b>COURSE NAME: ORGANISATIONAL BEHAVIOUR</b>	<b>COURSE CODE: 19PMBA303</b>
<b>SEMESTER: I</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:** To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.

**COURSE OUTCOMES:**

1. Develop better insights into one's own self Individual behaviour in groups.
2. Demonstrate inferences about attitudes and behavior, when confronted with different situations that are common in modern organizations.
3. Evolve a better awareness of how to be better facilitators for building effective teams as leaders themselves.
4. Acquire the skills required for efficient managers to improve organizational relationships and performance.
5. Manage professionals in the rapidly changing, team-oriented, culturally diverse and technologically changing modern organizations

**UNIT I: FOCUS AND PURPOSE**

**15 Hours**

Definition, need and importance of organizational behaviour – Nature and scope – Frame work –Organizational behaviour models. Attitudes – Characteristics – Components – Formation – Measurement-Values.

**UNIT II: INDIVIDUAL BEHAVIOUR**

**15 Hours**

Personality – types – Factors influencing personality – Theories – Learning – Types of learners - The learning process – Learning theories – Organizational behaviour modification. Emotions - Emotional Intelligence. Perceptions – Importance – Factors influencing perception – Interpersonal Perception-Impression Management. Motivation – Importance – Types – Effectson work behavior.

**UNIT III: GROUP BEHAVIOUR**

**15 Hours**

Groups in organizations – Types – Group dynamics – Group decision making techniques - Interpersonal relations – Teams- Difference between Groups and Teams.

**UNIT IV: LEADERSHIP AND POWER**

**15 Hours**

Meaning – Importance – Leadership styles – Theories. Power – Sources of power – Power centers – Power and Politics. Conflict and Negotiations: Sources and types of conflict- Negotiation strategies and Negotiation process

**UNIT V: DYNAMICS OF ORGANIZATIONAL BEHAVIOUR****15 Hours**

Organizational culture and climate – Factors affecting organizational climate – Importance. Jobsatisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life.

**Total: 75 Hours****RECOMMENDED TEXT BOOKS:**

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.

**REFERENCE BOOKS:**

1. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
2. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012
3. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
4. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
5. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

**E-LEARNING RESOURCES:**

1. <https://www.boundless.com/management/textbooks/boundless-management-textbook/organizational-theory-3/why-study-organizational-theory-28/what-is-organizational-behavior-162-3925/>
2. <http://www.investopedia.com/terms/o/organizational-behavior.asp>
3. [http://www.nobelprize.org/nobel\\_prizes/medicine/laureates/1904/pavlov-bio.html](http://www.nobelprize.org/nobel_prizes/medicine/laureates/1904/pavlov-bio.html)

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	30
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	30
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBEL M
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		1	
V	2		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Develop better insights into one's own self Individual behaviour in groups.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Demonstrate inferences about attitudes and behavior, when confronted with different situations that are common in modern organizations	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Evolve a better awareness of how to be better facilitators for building effective teams as leaders themselves	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Acquire the skills required for efficient managers to improve organizational relationships and performance	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Manage professionals in the rapidly changing, team-oriented, culturally diverse and technologically changing modern organizations	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**



<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: CORE IV</b>
<b>COURSE NAME: FINANCIAL REPORTING AND ANALYSIS</b>	<b>COURSE CODE:</b>
<b>SEMESTER: I</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY AND PROBLEMS</b>	

### **COURSE OBJECTIVE:**

- To familiarize the students about the financial reporting standards and in analysing the financial statements.

### **COURSE OUTCOME:**

1. Understanding the uses of financial statements and Generally Accepted Accounting Principle
2. Outlining the usage of Income statement and Balance sheet
3. Demonstrating the application of Ratio Analysis
4. Demonstrating the application of Cash Flow and Fund Flow Statements
5. Understanding the role of Corporate Governance in Financial Reporting

### **UNIT I: FINANCIAL REPORTING**

**15**

#### **Hours**

Nature & objectives of Financial Statements - Qualitative Characteristics of Financial Statement - Uses & Limitations of Financial Statements, Stakeholders/Users of financial statements – Elements of Financial Statement- Content of annual reports- Generally Accepted Accounting Principles:– Ten Principles of GAAP –Concepts of GAAP: Business Entity, Money Measurement, Going Concern, Accounting Period etc.– International Financial Reporting Standard: History – Components of Financial Statements under IFRS – IFRS vs GAAP –Regulatory Framework of Financial Reporting in India- Indian Accounting Standards

### **UNIT II: INCOME STATEMENT AND BALANCE SHEET**

**15**

#### **Hours**

Basic Elements of Income Statement – Importance of Income Statement – Types of Income Statement: Single Step, Single Step - Common Size Income Statement- Comparative Income Statement

Basic Elements of Balance Sheet – Assets: Current Assets, Long term Assets: Tangible and Intangible – Liabilities: Current Liabilities, Long term Liabilities, Stock Holders Equity- Problems in Balance sheet Presentation -- Common Size Balance Sheet- Comparative Balance Sheet

**UNIT III: RATIO ANALYSIS****15 Hours**

Ratio Analysis – Liquidity Ratio: Current Ratio, Quick Ratio, Cash Ratio, Net Working Capital Ratio, Interval Measures- Leverage Ratio: Debt Ratio Debt-Equity Ratio, Other Debt Ratios – Coverage Ratios: Interest Coverage, Fixed Charges Coverage Ratio – Activity Ratios: Inventory Turnover, Debtors Turnover, Assets Turnover Ratios – Profitability Ratios: Gross Profit Margin, Net Profit Margin, ROI, ROE, EPS DPS – Du Pont Analysis – Uses and Limitations of Ratio Analysis

**UNIT IV: STATEMENT OF CASH FLOWS AND FUND FLOWS****15 Hours**

Fund Flow Statement: Objectives, Importance & Limitations– Sources of Funds – Application Funds– Preparation of Fund Flow Statement: Statement of Changes in Working Capital, Statement of Fund From operatio, Fund Flow Statement - Cash Flow Statement: Basic Components : Cash Flow from Operating Activity, Investing Activity, Financing Activity- Uses of Cash Flow Statement - Procedures for the development of Cash Flow and Fund Flow Statement – Difference between Cash Flow and Fund Flow Statement.

**UNIT V: CORPORATE GOVERNANCE AND ACCOUNTING STANDARDS IN INDIA****15 Hours**

Corporate Governance: Definition, Principles of Corporate Governance, Significance and Benefits – Theories of Corporate Governance: Agency Theory, Stewardship Theory, Resource Dependency Theory, Stake holder’s Theory - Naresh Chandra’s Committee Report on Corporate Governance: Role of Board of Directors -The Role of Auditors - Role of Regulatory Agencies - The Role of External Institutions - Recent scandals in financial reporting

**Total: 75 Hours****THEORY- 80 % PROBLEMS- 20 %****RECOMMENDED TEXT BOOKS:**

1. Gauba.S Lal., Jawahar ,Financial Reporting and Analysis, Himalaya Publishing House 2018
2. K. Bhattacharyya, Asish, Corporate Financial Reporting and Analysis, PHI Learning Pvt. Ltd.2019
3. Dhamija Sanjay, Financial Reporting and Analysis Sultan Chand & Sons 2020

**REFERENCE BOOKS:**

1. Lawrence Revsine), Daniel W. Collins, Bruce Johnson, Fred Mittelstaedt , Leonard C. Soffer , Financial Reporting and Analysis, Mcgraw Hill 2017
2. Charles H. Gibson Financial Reporting & Analysis: Using Financial Accounting Information, Cengage South-Western
3. Dr.Anil Lamba, Romancing the Balance Sheet, Collins, Second Edition
4. Dr.Anil Lamba, Eye on the Bottom Line: Figuring out the world of Figures, Harper Business

**E-LEARNING RESOURCES:**

1. <https://www2.deloitte.com/content/dam/Deloitte/in/Documents/audit/in-audit-indian-gaap-ifrs-and-indas-a-comparison-noexp.pdf>
2. <https://www.pwc.in/assets/pdfs/publications/2017/ifrs-us-gaap-ind-as-and-indian-gaap-similarities-and-differences.pdf>
3. <https://resource.cdn.icaai.org/68188indas54583.pdf>
4. [https://www.mca.gov.in/Ministry/latestnews/Draft\\_Report\\_NareshChandra\\_CII.pdf](https://www.mca.gov.in/Ministry/latestnews/Draft_Report_NareshChandra_CII.pdf)

**GUIDELINES TO THE QUESTION PAPER SETTERS**  
**QUESTION PAPER PATTERN**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

<b>UNITS</b>	<b>SECTION A</b>		<b>SECTION B</b>		<b>SECTION C</b>	
	<b>THEOR Y</b>	<b>PROBLE M</b>	<b>THEOR Y</b>	<b>PROBLE M</b>	<b>THEOR Y</b>	<b>PROBEL M</b>
I	2		1		1	
II	3		1	1	1	
III	2		1		1	
IV	3		1	1	1	1
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

## PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

## PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Understanding the uses of financial statements and Generally Accepted Accounting Principle	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Outlining the usage of Income statement and Balance sheet	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Demonstrating the application of Ratio Analysis	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Demonstrating the application of Cash Flow and Fund Flow Statements	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Understanding the role of Corporate Governance in Financial Reporting	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: CORE V</b>
<b>COURSE NAME: MANAGERIAL ECONOMICS</b>	<b>COURSE CODE: 19PMBA305</b>
<b>SEMESTER: I</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

•To explain principles of micro economics relevant to managing an organization and to describe principles of macroeconomics to have the understanding of economic environment of business.

**COURSE OUTCOME:**

1. Analyse the decision making process and the fundamental concepts affecting business decisions.
2. Evaluate the types of demand and forecast demand
3. Understand the relationship between cost and production.
4. Figure out different forms of market and pricing strategies.
5. Interpret the concepts of National Income and its measurement.

**UNIT I: INTRODUCTION**

**15 Hours**

Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – Objectives of the firm.

**UNIT II: DEMAND ANALYSIS**

**15 Hours**

Utility Analysis –Cardinal and Ordinal-Consumer and Producer Surplus- Demand Analysis: Extension and Contraction of Demand- Types of demand -Elasticity of demand – Demand Forecasting– Quantitative and Qualitative techniques- Characteristics of good forecast

**UNIT III: PRODUCTION AND COST ANALYSIS**

**15 Hours**

Supply Analysis- Production –Short-run and long run production function- Returns to scale-economies vs diseconomies of scale-Analysis of cost – Short –run and long – run cost function – Relation between production and cost function.

**UNIT IV: MARKET STRUCTURE**

**15 Hours**

Market Structure – Type of Market – Perfect Competition – Imperfect competition – Monopoly –Monopolistic – Oligopoly – Duopoly. Pricing method – Pricing Strategies

**UNIT V: MACRO ECONOMICS**

**15 Hours**

National Income –Concepts – Gross Domestic Product - Gross National product – Net National product –Measurement of National Income – Business Cycles– Fiscal policy – Monetary policy.

**RECOMMENDED TEXT BOOKS:**

1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011
2. Dean, J., Managerial Economics, PHI Learning Pvt. Ltd., 2009.
3. Dwivedi, D.N., Managerial Economics, Vikas publishing House, 2011

**REFERENCE BOOKS:**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2010.
2. William Boyz and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, principles of Economics, 3rd edition, Thomson learning, New Delhi, 2014

**E-LEARNING RESOURCES:**

1. <https://www.geektonight.com/managerial-economics-notes/>
2. <https://www.youtube.com/watch?v=xHmDtQ-S1Dk>
3. <https://www.youtube.com/watch?v=yCyMktNFZ88&list=PLPjSqITyvDeV84Qiruw4xVWGQPTctrlhg>

**GUIDELINES TO THE QUESTION PAPER SETTERS**  
**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

## PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

## PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Analyse the decision making process and the fundamental concepts affecting business decisions	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Evaluate the types of demand and forecast demand	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Understand the relationship between cost and production	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Figure out different forms of market and pricing strategies.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Interpret the concepts of National Income and its measurement	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: EXTRA DISCIPLINARY ELECTIVE I</b>
<b>COURSE NAME: INNOVATION AND ENTREPRENEURSHIP</b>	<b>COURSE CODE: 19PMBA306</b>
<b>SEMESTER: I</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To develop and strengthen entrepreneurial skill and motivation in students.

**COURSE OUTCOME:**

1. Illustrate the characteristics of successful e entrepreneurs.
2. Plan for implementing entrepreneurial activities in a globalised and competitive environment.
3. Enumerate the role of innovation and creativity in creation of new business enterprise and managing growth of business
4. Prepare a comprehensive business plan for an original product or service that justifies potential profitability and sustainability of the business model
5. Articulate on different strategies of fund management for small business.

**UNIT I: ENTREPRENEURIAL COMPETENCE**

**9 Hours**

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

**UNIT II: ENTREPRENEURIAL ENVIRONMENT**

**9 Hours**

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.

**UNIT III: INNOVATION AND CREATIVITY**

**9 Hours**

Concept of innovation and creativity, differences, managing complex innovation, Divergent thinking and critical thinking.

**UNIT IV: BUSINESS PLAN PREPARATION**

**9 Hours**

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.



**UNIT V: LAUNCHING AND MANAGING OF SMALL BUSINESS****9 Hours**

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection Growth Strategies - Product Launching – Incubation, Venture capital, IT startups. Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

**Total: 45 Hours****RECOMMENDED TEXT BOOKS:**

1. Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
2. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.

**REFERENCE BOOKS :**

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005
2. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai -1997
4. Arya Kumar. Entrepreneurship. Pearson. 2012
5. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012.

**E-LEARNING RESOURCES:**

1. <https://www.tandfonline.com/doi/abs/10.1080/13504851.2013.797554>
2. <https://pdfs.semanticscholar.org/f8d4/6a45d01017add0349201f747a7d4095ab2e4.pdf>
3. <https://www.coursera.org/specializations/innovation-creativity-entrepreneurship>

**GUIDELINES TO THE QUESTION PAPER SETTERS  
QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBEL M
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Illustrate the characteristics of successful entrepreneurs.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Plan for implementing entrepreneurial activities in a globalised and competitive environment.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Enumerate the role of innovation and creativity in creation of new business enterprise and managing growth of business	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Prepare a comprehensive business plan for an original product or service that justifies potential profitability and sustainability of the business model	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Articulate on different strategies of fund management for small business.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: IV</b>	<b>COURSE COMPONENT: SOFT SKILLS I</b>
<b>COURSE NAME: COMMUNICATION AND PRESENTATION SKILLS FOR EXECUTIVES</b>	<b>COURSE CODE:</b>
<b>SEMESTER: I</b>	<b>MARKS:100</b>
<b>CREDITS: 2</b>	<b>TOTAL HOURS: 30</b>
<b>PRACTICAL</b>	

### **COURSE OBJECTIVES:**

To learn the basics of communication and presentation skills

### **COURSE OUTCOMES:**

1. Understand the basics of communication skills for workplace
2. Utilise non-verbal communication to convey information clearly and concisely
3. Develop speaking for effective day to day workplace communication
4. Acquire the basics of presentation and speaking skills for corporates
5. Learn to influence others and regulate conversational flow

### **UNIT I: INTERPERSONAL COMMUNICATION 6 HOURS**

Interpersonal Communication - Etiquettes in communication – workplace communication – communication for diversified workforce

### **UNIT II: NON-VERBAL COMMUNICATION 6 HOURS**

Non-Verbal Communication – facial expressions, gestures, paralinguistic (such as loudness or tone of voice) - Body Language – Emotions

### **UNIT III: AUDIENCE ANALYSIS 6 HOURS**

Know your audience – practice for the presentation – do’s and don’ts in powerpoint presentations – speaking in interviews- speaking in group discussions

### **UNIT IV: ORGANIZING THE PRESENTATION 6 HOURS**

Organizing the presentation – practice presentation – making it interactive - plan visuals – maintaining eye contact - feedback

### **UNIT V: CORPORATE PRESENTATIONS 6 HOURS**

Presentation in meetings - incorporating analogies, quotes, and stories into a presentation - maintaining time

**Total: 30 Hours**

**RECOMMENDED TEXT BOOKS:**

1. Austin, 1962, J.L. How to do things with words. Oxford: Clarendon Press. Grice, P.1989. Studies in the way of words. Cambridge, M.A: Harvard University Press.
2. Hymes. D.N. 1972, On communication competence in J.B. Pride and J.Holmes (ed), Sociolinguistics, pp 269-293, London Penguin.
3. Allan Pease, Barbara Pease, 2004, The Definitive Book of Body Language, Bantam, 2006

**REFERENCE BOOKS:**

1. Dignen, Flinders and Sweeney. *English 365*. Cambridge University Press.
2. Goleman, Daniel. 1998 *Working with Emotional Intelligence*. Bantam Books. New York Jones.
3. Leo and Richard Alexander. 2003. *New International Business English*. Cambridge University Press

**E-LEARNING RESOURCES:**

1. <http://www.skillsyouneed.com/ips/listening-skills.html>
2. <http://www.skillsyouneed.com/ips/social-skills.html>
3. <http://www.wikihow.com/Improve-Social-Skills>

**EVALUATION:**

The students are expected to demonstrate their communication and presentation skills by making a presentation to the examiner.

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	1	3	3	3
CO 2	3	1	3	3	3
CO 3	3	1	3	3	3
CO 4	3	1	3	3	3
CO 5	3	1	3	3	3
Ave.	3	1	3	3	3

**PSO-CO- Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>
CO1	Understand the basics of communication skills for workplace	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO2	Utilise non-verbal communication to convey information clearly and concisely	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO3	Develop speaking for effective day to day workplace communication	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO4	Acquire the basics of presentation and speaking skills for corporates	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO5	Learn to influence others and regulate conversational flow	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5

# **SEMESTER II**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: CORE VI</b>
<b>COURSE NAME: LEGAL ASPECTS OF BUSINESS</b>	<b>COURSE CODE: 19PMBA307</b>
<b>SEMESTER: II</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE:**

•To acquire adequate knowledge of law relating to business transactions, corporate bodies and applications of these laws to practical commercial situations.

### **COURSE OUTCOME:**

1. Evaluate the significance of contract laws in business firms.
2. Adequate knowledge on sale of goods Act and negotiable instruments.
3. Analyse the laws related to companies.
4. Figure out the laws pertaining to employees of industries.
5. Interpret the law related to consumer protection and cybercrimes.

### **UNIT I: COMMERCIAL LAW**

**15 Hours**

THE INDIAN CONTRACT ACT 1872 Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

### **UNIT II: THE SALE OF GOODS ACT 1930**

**15 Hours**

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

### **UNIT III: : COMPANY LAW**

**15 Hours**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

### **UNIT IV: INDUSTRIAL LAW**

**15 Hours**

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act. Workmen compensation Act 1923



**UNIT V: CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS**

**15 Hours**

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machinaries and Forums- Competition Act 2002 - Cybercrimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

**RECOMMENDED TEXT BOOKS:**

1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2006.  
P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009

**REFERENCE BOOKS:**

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
3. 3. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, CengageLearning, 2008

**E-LEARNING RESOURCES:**

1. [http://business.gov.in/legal\\_aspects/index.php](http://business.gov.in/legal_aspects/index.php)
2. <http://www.thedaily MBA.com/2010/03/31/topic-22-legal-aspects-of-business/>

**GUIDELINES TO THE QUESTION PAPER SETTERS  
QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

#### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

#### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Evaluate the significance of contract laws in business firms.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Adequate knowledge on sale of goods Act and negotiable instruments	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Analyse the laws related to companies	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Figure out the laws pertaining to employees of industries	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Interpret the law related to consumer protection and cybercrimes	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: CORE VII</b>
<b>COURSE NAME: STATISTICS AND QUANTITATIVE METHODS FOR BUSINESS</b>	<b>COURSE CODE: 20PMBA308</b>
<b>SEMESTER: II</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY AND PROBLEMS</b>	

**COURSE OBJECTIVE:**

- To learn the applications of statistics and various quantitative methods in business decision making

**COURSE OUTCOME:**

1. Understand the basic concepts of statistics like measures of central tendency and measures of dispersion.
2. Recognize the use of probability and the distribution types for business decision-making.
3. Demonstrating the application of T-Test, one-way ANOVA and Chi-square tests for research analysis.
4. Realise the application of correlation, regression from data and the important trends in order to forecast business variables accurately.
5. Interpret various statistical values and recognize their significance to the business decision-maker.

**UNIT I: INTRODUCTION**

**15 HOURS**

Statistics – concept, scope and limitations – measures of central tendency and dispersion – mean, median, mode, range, mean deviation, standard deviation – coefficient of variation – skewness, kurtosis.

**UNIT II: PROBABILITY**

**15 HOURS**

Basic definition and rules of probability – conditional probability independence of events – Baye’s theorem and its application – Probability distribution: Binomial, Poisson and Normal distribution.

**UNIT III: HYPOTHESIS TESTING**

**15 HOURS**

Hypothesis testing: one tailed and two tailed tests for means of small sample (t-test)- F-test – one way and two-way analysis of variance (ANOVA) – chi-square test for simple sample standard deviation, independence of attributes and goodness of fit.

**UNIT IV: CORRELATION, REGRESSION & TIME SERIES ANALYSIS 15 HOURS**

Correlation analysis, estimation of regression line, Spearman's Rank Correlation and Method of Least square in Time Series Analysis.

**UNIT V: DECISION THEORY 15 HOURS**

Risk and uncertainty in decision-making – minimax, maximin and regret criterion – Hurwitz and Laplace criteria in decision making – decision tree analysis.

**THEORY – 60% PROBLEMS – 40%**

**RECOMMENDED TEXT BOOKS:**

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7<sup>th</sup> Edition, 2011.
2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGrawHill Publishing Company Ltd., New Delhi, 2012.

**REFERENCE BOOKS :**

1. Srivatsava TN and ShailajaRego, Statistics for Management, Tata McGraw Hill, 2008.
2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2012
4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012

**E-LEARNING RESOURCES:**

1. [http://www.fhnw.ch/business/msc-bis/course-1/curriculum-nd-modules\\_2011/electives/quantitative-methods-for-business](http://www.fhnw.ch/business/msc-bis/course-1/curriculum-nd-modules_2011/electives/quantitative-methods-for-business)  
<http://www.unimib.it/go/46517/Home/English/Departments-and-Schools/Statistics-and-Quantitative-Methods>
2. <http://2learn.utoronto.ca/uoft/search/publicCourseSearchDetails.do?method=load&courseId=106753>

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBLE M
I	2		1			1
II	3		1	1		1
III	2		1		1	
IV	3		1	1	1	1
V	2		1		1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	2	1	3	3	3
CO 2	3	1	3	3	3
CO 3	1	1	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	2.4	1.8	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Understand the basic concepts of statistics like measures of central tendency and measures of dispersion.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Recognize the use of probability and the distribution types for business decision-making.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Demonstrating the application of T-Test, one-way ANOVA and Chi-square tests for research analysis.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Realise the application of correlation, regression from data and the important trends in order to forecast business variables accurately.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Interpret various statistical values and recognize their significance to the business decision-maker.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: CORE VIII</b>
<b>COURSE NAME: HUMAN RESOURCE MANAGEMENT</b>	<b>COURSE CODE:</b>
<b>SEMESTER: II</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE:**

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

### **COURSE OUTCOMES:**

1. Enforce the fundamentals of HRM to effectively manage an organization.
2. Plan for evaluation of employee recruitment, selection, and retention plans to improve productivity and survive in the competitive environment.
3. Design, implement and maintain effective Training and Development programmes for employees of all levels.
4. Understand the components of compensation, various ways of rewarding and motivating employees.
5. Evaluate performance to achieve ethics and values and a sense of fair treatment to all.

### **UNIT 1 INTRODUCTION**

**15 Hours**

Evolution of human resource management – The importance of the human factor – Challenges- Inclusive growth and affirmative action -Role of human resource manager – Human resource policies –Industrial Relations - HRIS – Human resource accounting and audit

### **UNIT II THE CONCEPT OF BEST FIT EMPLOYEE**

**15 Hours**

Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.

### **UNIT III TRAINING AND EXECUTIVE DEVELOPMENT**

**15 Hours**

Types of training methods –purpose- benefits- resistance. Executive development programmes -Common practices - Benefits – Self-development – Knowledge management

### **UNIT IV SUSTAINING EMPLOYEE INTEREST**

**15 Hours**

Compensation plan – Reward & Motivation– Career management – Managing Career Plateaus- Development of mentor – Protégé relationships- Quality of Work Life – International HRM

**UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 15 Hours**

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance & Requirement - grievances – Causes – Implications – Redressal methods

**RECOMMENDED TEXT BOOKS:**

1. Dessler Human Resource Management, Pearson Education Limited, 2007
2. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007

**REFERENCE BOOKS:**

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHILearning. 2012
2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
3. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
4. Ivancevich, Human Resource Management, McGraw Hill 2012
5. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

**E-LEARNING RESOURCES:**

1. <https://go.oracle.com/LP=4262?elqCampaignId=6294&src1=ad:pas:go:dg:tal&src2=wwmk14054343mpp008&SC=sckw=WWMK14054343MPP008>
1. [http://humanresources.about.com/od/glossaryh/f/hr\\_management.htm](http://humanresources.about.com/od/glossaryh/f/hr_management.htm)

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
<b>TOTAL MARKS</b>				<b>100</b>



### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBEL M
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		1	
V	2		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

#### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

PSO-CO- Question Paper Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Enforce the fundamentals of HRM to effectively manage an organization.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Plan for evaluation of employee recruitment, selection, and retention plans to improve productivity and survive in the competitive environment	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Design, implement and maintain effective Training and Development programmes for employees of all levels.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Understand the components of compensation, various ways of rewarding and motivating employees.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Evaluate performance to achieve ethics and values and a sense of fair treatment to all.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: CORE IX</b>
<b>COURSE NAME: MARKETING MANAGEMENT</b>	<b>COURSE CODE: 19PMBA310</b>
<b>SEMESTER: II</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE**

- To understand the changing business environment
- To identify the indicators of management thoughts and practices
- To understand fundamental premise underlying market driven strategies

### **COURSE OUTCOME:**

1. Demonstrate strong conceptual knowledge in the functional area of marketing to promote any business
2. Apply marketing strategy and research for effective decision making.
3. Understand the role of product and pricing in marketing mix decisions.
4. Illustrate the role of channels of distribution and promotion
5. Identify the factors influencing consumer behavior and developing Segmentation Targeting and Positioning Strategies.

### **UNIT I: INTRODUCTION**

**15 Hours**

Marketing – Definitions - Conceptual frame work — Marketing Process and Functions of Marketing Management-Trends in Marketing: E-marketing, Digital Marketing.

### **UNIT II: MARKETING STRATEGY**

**15 Hours**

Strategic Marketing Planning- Marketing environment: Internal and External -Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting – Techniques

### **UNIT III: PRODUCT AND PRICING DECISIONS**

**15 Hours**

Product planning and development – Product life cycle – New product Development and Management —Pricing Objectives, Policies and methods.

### **UNIT IV: PROMOTION AND CHANNEL DECISIONS**

**15 Hours**

Physical Distribution – Importance and role of distribution in marketing – Introduction to the various channels of distribution –Promotion Tools – Sales Promotion, Advertising, Personal Selling, Direct Marketing and Online Marketing as promotion tools

## UNIT V: BUYER BEHAVIOUR

15 Hours

Buyer behaviour: Factors Influencing Consumer Behaviour – Buying Situation – Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning Competitive Marketing Strategies.

### RECOMMENDED TEXT BOOKS:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. KS Chandrasekar, “Marketing management – Text and Cases”, Tata McGrawHill-Vijaynicole, First edition, 2010
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2<sup>nd</sup> Edition, 2011.
4. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning — 2012

### REFERENCE BOOKS :

1. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas ThomsonLearning, 2000.
2. Duglas, J.Darymple, Marketing Management, John Wiley & Sons, 2008.
3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
4. Boyd Walker, Marketing Management, McGraw Hill, 2002.
5. Paul Baines, Chriss Fill Kelly Pagb, Marketing, II edition, Asian edition

### E-LEARNING RESOURCES:

1. <http://www.salesandmarketing.com/>
2. [http://www.tandfonline.com/toc/rjmm20/current#.VNh7ziyz\\_4Y](http://www.tandfonline.com/toc/rjmm20/current#.VNh7ziyz_4Y)

### GUIDELINES TO THE QUESTION PAPER SETTERS

#### QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBEL M
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		1	
V	2		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

#### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Demonstrate strong conceptual knowledge in the functional area of marketing to promote any business	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Apply marketing strategy and research for effective decision making.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Understand the role of product and pricing in marketing mix decisions.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Illustrate the role of channels of distribution and promotion	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Identify the factors influencing consumer behavior and developing Segmentation Targeting and Positioning Strategies.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: CORE X</b>
<b>COURSE NAME: OPERATIONS MANAGEMENT</b>	<b>COURSE CODE: 19PMBA311</b>
<b>SEMESTER: II</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE:**

- To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

### **COURSE OUTCOME:**

1. Evaluate plant locations and understand capacity planning.
2. Describe different layouts, men-machine and environment
3. Understand different types of production system and dimensions of inventory management.
4. Know about lean, Agile manufacturing, quality control and maintenance.
5. Describe warehouse operations and supply chain management.

### **UNIT I: INTRODUCTION**

**15 Hours**

Nature and Scope of Operations Management Production design & Process Planning: Plant Capacity – Capacity Planning – Make or Buy Decisions – Use of Crossover Chart for Selection Processes - Plant location: Factors to be considered in Plant Location – Multiple plant Location Decision

### **UNIT II: FACILITY LAYOUT**

**15 Hours**

Principles of a Good Layout – Basic Types of Layout – Service Facilities – Materials Handling - Materials Handling Equipment – Consideration of Man and Machine in job – Design – Adaptation of Machine to Man – Ergonomics – Working Environment – Worker Safety.

### **UNIT III: PRODUCTION AND INVENTORY CONTROL**

**15 Hours**

Basic types of production – Intermittent - Batch – Continuous – Routing – Scheduling – Activating and Monitoring – Basic Inventory Models: 2 bin, 3 bin system, Kanban Economic Order Quantity – Economic Batch Quantity – Reorder point – Safety stock – Classification and Codification of stock – ABC classification – MRP – BOM, Procedure for Stock Control – Materials Requirement planning (MRP). JIT.JIT(II)-Product Safety: Raw Material, Work in progress and finished goods.

### **UNIT IV: PRODUCTION PLANNING AND CONTROL AND MAINTENANCE**

**15 Hours**

Lean Manufacturing - Agile Manufacturing- Quality Assurance- Quality Control - Six sigma. Need for Maintenance- Types of Maintenance-Value analysis and use of Robots

**UNIT V: WAREHOUSE MANAGEMENT****15 Hours**

Hub and Spoke Business model, Functions of stores, Relationship between the stores and productions department, Store location and Layout, Careers in Store management – Inbound and outbound logistics – Supply Chain Management.

**RECOMMENDED TEXT BOOKS:**

1. O.P. Khanna Industrial Engineering & Management, Dhanpat Rai publications. 2010
2. Chary S.N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
5. Aswathappa K And Shridhara Bhat K, Production and Operations Management, Himalaya publishing House, Revised Second Editions, 2008.

**REFERENCE BOOKS:**

1. Arnold, Chapman, S.N. and Clive, L.M., Introduction to Materials Management, 6<sup>th</sup> Edition, Pearson, 2009.
2. Buffa, E.S. and Sarin, R., Modern productions / Operations Management

**E-LEARNING RESOURCES:**

3. <https://www.twi-global.com/technical-knowledge/faqs/faq-what-is-lean-manufacturing>
4. [https://www.youtube.com/watch?v=mH48\\_b9G4t4](https://www.youtube.com/watch?v=mH48_b9G4t4)  
<https://www.youtube.com/watch?v=4EDYfSl-fmc>

**GUIDELINES TO THE QUESTION PAPER SETTERS  
QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
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IV	3		1		2	



V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Evaluate plant locations and understand capacity planning.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Describe different layouts, men-machine and environment	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Understand different types of production system and dimensions of inventory management.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Know about lean, Agile manufacturing, quality control and maintenance.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Describe warehouse operations and supply chain management.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: IV</b>	<b>COURSE COMPONENT: CORE XI</b>
<b>COURSE NAME: FINANCIAL MANAGEMENT</b>	<b>COURSE CODE: 19PMBA312</b>
<b>SEMESTER: II</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To facilitate student to understand the operational nuances of a Finance Manager and comprehend the technique of making decisions related to finance function

**COURSE OUTCOMES:**

1. Understand the basic concepts of Finance
2. Understand the financial market, types of risk and cost of capital.
3. Demonstrate the application of capital structure and dividends
4. Demonstrate the application of Capital Budgeting Techniques
5. Operate working capital for profitability, liquidity, risk and operating flexibility.

**UNIT I: INTRODUCTION TO FINANCE**

**15 Hours**

Introduction – Meaning and Scope of Financial Management – Objectives of Financial Management: Profit Maximization, Wealth Maximization – Financial Planning: Meaning, Objectives and Importance- Finance Functions: Investment Decision, Financing Decision, Dividend Decisions, Liquidity Decision –Forms of Business Organization- Role of Finance Manager – Financial Goal – Relationship of Financial Management with Economics and Accounting

**UNIT II: TYPES OF FINANCING AND COST OF CAPITAL**

**15 Hours**

Raising Finance-Sources, Financial instruments characteristics, overview of financial markets and classification- Financial Risk: Market Risk, Credit Risk, liquidity risk and operational risk – Value at Risk- Cost of Capital -Concept and Importance of Cost of Capital; Computation of Cost of Capital-Debt, Preference Capital, Equity Capital and Retained Earnings; Weighted Average Cost.

**UNIT III: CAPITAL STRUCTURE AND DIVIDEND DECISION**

**15 Hours**

Capital Structure: Elements and Frame Work- Approaches to establish target capital structure: EBIT-EPS Analysis, Valuation Approach, Cash Flow Analysis -Financial, Operating and Combined leverage - Designing capital structure – Capital Structure Theories – Net Income Approach, Traditional Approach, Net Operating Approach - Dividend decisions- influencing factors, dividend models-Walter-Gordon- Modigliani and Miller, Dividend policy of a firm, forms of dividend

**UNIT IV: CAPITAL BUDGETING**

**15 Hours**

Capital Budgeting: Purpose and Process of Capital Budgeting - Nature of capital budgeting-Importance and Types of Capital Investment Decisions - Evaluation Techniques: Payback Method, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index.

**UNIT V: WORKING CAPITAL MANAGEMENT****15 Hours**

Principles of working capital: Concepts- Gross Working Capital and Net Working Capital- Operating and Cash Conversion Cycle – Dangers of Excessive and Inadequate Working Capital Determinants, issues and estimation of working capital - Working capital finance: Trade credit, Bank finance and Commercial paper.

**RECOMMENDED TEXT BOOKS:**

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.

**REFERENCE BOOKS:**

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition.
3. M.P. Narayanan & Vikram K Nandu, Finance for Strategic Decision Making: What Non-Financial Managers need to know Jossey Bass
4. Ross Stephan A., R.Westerfield, and D.J. Bradford, Fundamentals of Corporate Finance, Tata Mc-Graw Hill, 2008.
5. Brealey R.A. Principles of Corporate Finance, Tata McGraw Hill, New Delhi, 2007.
6. Van Horne James C. and J.M.Wachowicz, Fundamentals of Financial Management, Prentice Hall, 2005.

**E-LEARNING RESOURCES:**

1. <https://resource.cdn.icaai.org/66668bos53808-cp2.pdf>
2. <https://resource.cdn.icaai.org/66672bos53808-cp6.pdf>
3. [https://www.youtube.com/watch?v=QUqvztYc8rQ&list=PLUkh9m2BorqlC9L22LncmXWf\\_GPbBtScc](https://www.youtube.com/watch?v=QUqvztYc8rQ&list=PLUkh9m2BorqlC9L22LncmXWf_GPbBtScc)

**GUIDELINES TO THE QUESTION PAPER SETTERS  
QUESTION PAPER PATTERN**

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<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
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<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBEL M
I	2		1		1	
II	3		2		1	
III	2		1	1	1	
IV	3		1		1	1
V	2		-	1	1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
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CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Understand the basic concepts of Finance	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Understand the financial market, types of risk and cost of capital.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Demonstrate the application of capital structure and dividends	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Demonstrate the application of Capital Budgeting Techniques	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Operate working capital for profitability, liquidity, risk and operating flexibility.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: EXTRA DISCIPLINARY ELECTIVE – II</b>
<b>COURSE NAME: BUSINESS RESEARCH METHODS</b>	<b>COURSE CODE: 19PMBA305</b>
<b>SEMESTER: II</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific research communications

**COURSE OUTCOME:**

1. Apply research design options, methodologies and analysis methods in business research.
2. Identify business problems into a concise research problem
3. Implementation and evaluation of a research project
4. Recognise the importance of ethical conduct in undertaking research
5. Develop critical core competencies and skills required to draft a research report.

**UNIT I: INTRODUCTION**

**15 Hours**

Research – meaning, objective and significance – types of research – defining the research problem– research process – criteria for a good research – problems encountered by researchers.

**UNIT II: RESEARCH DESIGN AND MEASUREMENT**

**15 Hours**

Research design – concept, need and features of good design – types of research design – variables in research.

Measurement and Scaling: measurement in research – sources of errors in measurement – scaling – meaning and classification – scale construction technique

**UNIT III: METHODS OF DATA COLLECTION**

**15 Hours**

Data – definition and types – methods of primary data collection – construction of questionnaire – sampling plan – determination of sample size – sampling techniques – central limit theorem – probability vs non-probability sampling

**UNIT IV: DATA PROCESSING AND ANALYSIS**

**15 Hours**

Data preparation – editing and coding of data – data analysis – univariate, bivariate and multivariate statistical techniques – factor analysis, discriminant analysis, cluster analysis, multiple regression and correlation – application of statistical software for data analysis.

**UNIT V: REPORT WRITING**

**15 Hours**

Research report – different types of reports – contents of reports – need of executive summary – chapterisation – contents – report writing – report format – ethics in research – role of computers in research

**RECOMMENDED TEXT BOOKS:**

Kothari.C.R, Research methodology: methods and techniques,2nd edition, New Age International, 2004.

1. Bryman.A and Bell.E, Business research methodology, Oxford university press, 3rd edition, 2011.
2. Pannerselvam, Research methodology, Prentice Hall of India, edition 2008.
3. Krishnaswamy.O.R, Methodology of research in social sciences, Himalaya Publishing house,2019

**REFERENCE BOOKS:**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

**E-LEARNING RESOURCES:**

1. <http://www.cscjournals.org/journals/IJBRM/description.php>
2. <http://www.gbmr.ioksp.com/>

**GUIDELINES TO THE QUESTION PAPER SETTERS  
QUESTION PAPER PATTERN**

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<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	

TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Apply research design options, methodologies and analysis methods in business research.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Identify business problems into a concise research problem	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Implementation and evaluation of a research project	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Recognise the importance of ethical conduct in undertaking research	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Develop critical core competencies and skills required to draft a research report	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: IV</b>	<b>COURSE COMPONENT: SOFT SKILLS II</b>
<b>COURSE NAME: RESEARCH ANALYSIS</b>	<b>COURSE CODE:</b>
<b>SEMESTER: II</b>	<b>MARKS:100</b>
<b>CREDITS: 2</b>	<b>TOTAL HOURS: 30</b>
<b>PRACTICAL</b>	

### **COURSE OBJECTIVE:**

- To summarize basics of research and data analysis using software tools

### **COURSE OUTCOME:**

1. Get acquainted with the user interface
2. Explore the different functionalities in the software and preparation of the data
3. Understand the simple analysis procedures
4. Demonstrate the application of T-Test & one-way ANOVA
5. Outline the usage of Chi-Square and correlation analysis

### **UNIT I: INTRODUCTION**

**6 Hours**

Introduction – Getting started with the software tools – opening and saving a document-importing data – entering, moving and copying data – formatting data – sorting and filtering data – merging and splitting data - Questionnaire construction - measurement and scaling techniques.

### **UNIT II: DATA PREPARATION AND MODELLING**

**6 Hours**

Data Preparation – defining variable and entering the data – Types of variables: Independent, dependent and categorical variables- summarizing variables – Tabulation and Graphical Representation of Data – frequency tables, percentages - bar charts, pie charts, histograms – Cross tabulations

### **UNIT III: DATA ANALYSIS**

**6**

**Hours**

Descriptive statistics – Measure of central tendency: mean, median, mode – measures of dispersion: standard deviation, variance, range - compare means – simple analysis procedures

### **UNIT IV: HYPOTHESIS TESTING I**

**6 Hours**

Writing a hypothesis – null and alternate hypothesis - statistical significance – Independent sample T-test – One-way ANOVA – Results and interpretations

### **UNIT V: HYPOTHESIS TESTING II**

**6 Hours**

Chi-square test including testing hypothesis of association – Pearson correlation analysis - Results and interpretations



**RECOMMENDED TEXT BOOKS:**

1. C.R.Kothari, Research Methodology: Methods and Techniques, New Age international Publishers, 2009
2. Sundara Pandian.P, Muthulakshmi.S & Vijayakumar.T, Research methodology & Applications of SPSS in Social Science Research, Sultan Chand & Sons, 2022
3. Manish Nigam, Data Analysis in Excel BPB Publications; First edition ISBN-10-9388176677 ISBN-13 : 978-9388176675

**REFERENCE BOOKS:**

1. Adam Ramirez Excel Formulas and Functions 2020, Caprioru ISBN-10 : 3951979496 ISBN-13 : 978-3951979496
2. Maxwell Ruell. Excel 2021 Colombo Guerra Ltd ISBN-10 : 191962855X ISBN-13 : 978-1919628554

**E-LEARNING RESOURCES:**

1. <https://www.ibm.com/docs/en/spss-statistics/25.0.0?topic=tutorial>
2. <https://www.excel-easy.com/examples/t-test.html>
3. <https://support.microsoft.com/en-us/office/create-a-simple-formula-in-excel-11a5f0e5-38a3-4115-85bc-f4a465f64a8a>

**EVALUATION:**

The students are expected to demonstrate their research analysis skills by preparing a questionnaire and submitting the analysis report to the examiner.

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	1	3	3	3
CO 2	3	1	3	3	3
CO 3	3	1	3	3	3
CO 4	3	1	3	3	3
CO 5	3	1	3	3	3
Ave.	3	1	3	3	3

**PSO-CO- Question Paper Mapping**

CO No:	COURSE OUTCOME	PSOs ADDRESSED
CO1	Get acquainted with the user interface	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO2	Explore the different functionalities in the software and preparation of the data	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO3	Understand the simple analysis procedures	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO4	Demonstrate the application of T-Test & one-way ANOVA	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO5	Outline the usage of Chi-Square and correlation analysis	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5

# **SEMESTER III**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: CORE XII</b>
<b>COURSE NAME: STRATEGIC MANAGEMENT</b>	<b>COURSE CODE: 19PMBA314</b>
<b>SEMESTER: III</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE:**

To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

### **COURSE OUTCOME:**

1. Apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
2. Integrate and apply the principles in strategic decision making in organisations.
3. Develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance profits
4. Design to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis
5. Formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership

### **UNIT I: STRATEGY AND PROCESS**

**15 Hours**

Introduction- Strategy, its importance-Developing a strategic vision- mission- Strategic Management process- Crafting a strategy- strategy and Tactics- The 7's Framework – Strategic Intent

### **UNIT II: CORPORATE POLICY**

**15 Hours**

Corporate Policy: Importance- Characteristics- Objectives-Types of Business policies- formulation and Implementation of Business policies. Business and society: CSR- Social Responsibilities of Business- Corporate Governance-Ethical Responsibilities.

### **UNIT III: ENVIRONMENTAL ANALYSIS**

**15 Hours**

Environmental Analysis: Environmental Scanning – Industry analysis- Porter's Five Forces analysis- Internal Scanning- External factors of analysis – SWOT analysis- Value Chain Analysis Stakeholders Expectations- Scenario Planning

### **UNIT IV: STRATEGY FORMULATION AND ANALYSIS**

**15**

**Hours**

Strategy Formulation- Factors of Strategy Formulation and their analytic tools- Business strategy- Corporate strategy and Functional Strategy - Strategic Choice- Generic, Competitive Strategy.

## UNIT V: STRATEGIC IMPLEMENTATION, EVALUATION AND CONTROL 15

### Hours

Strategic Implementation- Managing the change process- Matching organization Structure to strategy- Strategic Leadership. Strategic control- Strategic control process- Balanced Scorecard-Importance of Strategic Evaluation- Process & Characteristics of Effective evaluation and control system- Future of strategic management.

### RECOMMENDED TEXT BOOKS:

1. Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008

### REFERENCE BOOKS:

1. Adria H Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
3. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012

### E-LEARNING RESOURCES

1. <http://balancedscorecard.org/Resources/Strategic-Planning-Basics>
2. <http://strategicmanagement.net/>

### GUIDELINES TO THE QUESTION PAPER SETTERS

#### QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

PSO-CO- Question Paper Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Integrate and apply the principles in strategic decision making in organisations	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance profits	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Design to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: CORE XIII</b>
<b>COURSE NAME: APPLIED OPERATIONS RESEARCH</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III</b>	<b>MARKS:100</b>
<b>CREDITS: 4</b>	<b>TOTAL HOURS: 75</b>
<b>THEORY AND PROBLEMS</b>	

**COURSE OBJECTIVE:**

- To learn the concepts of operations research applied in business decision making.

**COURSE OUTCOME:**

1. Ability to develop linear programming models using different techniques and realize its various applications in management.
2. Formulate and describe the theoretical workings of the solution methods for transportation and assignment problems to optimize the resource allocation in businesses.
3. Construct CPM and PERT networks to plan, schedule, and control project activities in the factories.
4. Design and solve queuing theory and thereby develop critical thinking in addition learn the technique to sequence the activities in production units.
5. Applying Game theory and replacement policies to select best course of action out of several alternative courses for the purpose of achieving objectives in the business environment.

**UNIT I: INTRODUCTION**

**15 Hours**

Origin and Development of Operations Research (OR) – Applications of OR – Concept, Methodology and Scope of Operations Research Linear Programming: Formulation of a Linear Programming Problem – Graphical Method – Simplex Method – Big M Method – Application in Management.

**UNIT II: TRANSPORTATION AND ASSIGNMENT PROBLEM**

**15 Hours**

Transportation Problem: North West Corner Solution – Least Cost Method – Vogel's Approximation Method (VAM) – MODI Method for Optimal Solution. Assignment Problem: Hungarian Method of Optimal Assignment

**UNIT III: PERT / CPM**

**15 Hours**

Network Scheduling by PERT / CPM – Network and Basic Components – Rules of Network Construction – CPM Analysis – PERT – Distinction between PERT and CPM.

**UNIT IV: QUEUING THEORY****15 Hours**

Techniques - Single Server Model with Poisson Arrivals and Exponential service times with unlimited queues – Applications of Queuing models. Sequencing: Sequencing of 'n' jobs and 2 machines – Johnson's Algorithm.

**UNIT V: GAME THEORY****15 Hours**

Games and Strategies – Pure and Mixed Game - Principle of Dominance Replacement Theory: Replacement of items that deteriorate gradually – replacement of items that fails suddenly – Individual Replacement vs. Group Replacement.

**Total: 75 Hours****THEORY- 40 % PROBLEMS- 60 %****RECOMMENDED TEXT BOOKS:**

1. Kapoor, V. K, Operations Research: Quantitative Techniques for Management, S.Chand, 2013.
2. Panneerselvam, Operations Research, 2nd Edition, PHI Learning Pvt. Ltd., 2009.
3. Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2012.
4. Sharma, J. K., Operations Research: Problems and Solutions, MacMillan India Ltd., 4th Edition, 2009.

**REFERENCE BOOKS :**

1. Taha, H.A., Operations Research: An Introduction, 8th Edition, Pearson, 2011.
2. Vohra,N.D., Quantitative Techniques in Management, 4th Edition, Tata McGraw Hill Education Pvt. Ltd., 2010.
3. Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 13th Edition, South Western, 2012.
4. Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 9<sup>th</sup> Edition, Tata McGraw-Hill Publishing Co. Ltd., 2011.
5. Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 2<sup>nd</sup> Edition, PHI Learning Pvt. Ltd., 2012.

**E-LEARNING RESOURCES:**

1. <http://www.en.mtech.aau.dk/Research+Groups/Applied+Operations+Research+%26+Operations+Management/>
2. <http://www.appliedor.com/>



## GUIDELINES TO THE QUESTION PAPER SETTERS

### QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	1
II	3			1		1
III	2		1	1		1
IV	3		1	1	1	
V	2			1		1
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	1	3	3	3
CO 2	3	1	3	3	3
CO 3	3	1	3	3	3
CO 4	3	1	3	3	3
CO 5	3	1	3	3	3
Ave.	3	1	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Ability to develop linear programming models using different techniques and realize its various applications in management.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Formulate and describe the theoretical workings of the solution methods for transportation and assignment problems to optimize the resource allocation in businesses.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Construct CPM and PERT networks to plan, schedule, and control project activities in the factories.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Design and solve queuing theory and thereby develop critical thinking in addition learn the technique to sequence the activities in production units.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Applying Game theory and replacement policies to select best course of action out of several alternative courses for the purpose of achieving objectives in the business environment.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: SOFT SKILLS III</b>
<b>COURSE NAME: EMPLOYABILITY SKILLS</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III</b>	<b>MARKS:100</b>
<b>CREDITS: 2</b>	<b>TOTAL HOURS: 30</b>
<b>PRACTICALS</b>	

**COURSE OBJECTIVE:**

To familiarize the students with skills needed for employment

**COURSE OUTCOMES:**

1. Understand requirements and responsibilities of the job.
2. Identify the strengths, weaknesses, opportunities and threats of self, industries and the potential recruiters
3. Able to draft profile suiting the different job designations.
4. Recognize skills needed to participate in a Group discussion
5. Learn how to face interviews

**Unit I: Job Analysis**

**6**

**Hours**

Understanding Job Title, Industry/ Sector and potential hirers, Comprehending Job Description: Comprehending the roles and responsibilities of different jobs, Job Specification: Identifying skills needed for different Jobs and monetary and nonmonetary dimensions of Job Evaluation.

**Unit II: Self, Industry and Organization SWOT**

**6 Hours**

Strengths, Weaknesses, Opportunities and Threats of Self, different industries and Potential recruiters

**Unit III: Profile preparation/ Resume writing**

**6Hours**

Difference between Bio-data, Curriculum vitae, Resume and Profile, placing photos in Profile, presenting personal and contact details, Professional ways of creating an email id and drafting emails for job application, Career Objective, providing data related to qualifications and exposure to experiential learning, furnishing details on skill sets, giving details on References and making a declaration

**Unit IV: Group Discussion****6 Hours**

Objectives of Group Discussions, rejection and Selection Criteria, Skills tested during Group discussion across different job specifications, Do's and Don'ts during Group Discussion, being prepared to engage unfamiliar groups

**Unit V: Facing Interview****6 Hours**

Corporate expectations, Different types of interviews: On Phone, Direct & Video calls, Logical presentation, introducing self, frequently asked questions, Questioning the interviewers, Listening, following up.

**RECOMMENDED TEXT BOOKS:**

1. Dr. Rob Yeung, How to succeed at interviews, Rupa publications India
2. Evan pellet, Cracking the code to a successful interview, Blackstone Publishing, ISBN:9781441700537 (ISBN10: 1441700536)

**REFERENCE BOOKS:**

1. Cheng, V. (2012). Case interview secrets. Innovation Press.
2. Thea Kelley, Get that job, Plovercrest Press, ISBN: (ISBN10: 0998380806)
3. Robin Ryan, 60 Seconds and you're hired, Penguin Books, ISBN: 9780143112907 (ISBN10: 0143112902)

**E-LEARNING RESOURCES:**

1. <https://www.youtube.com/watch?v=wTBHyLG9KxU>
2. <https://www.youtube.com/watch?v=Tt08KmFfIYQ>

**EVALUATION:**

The students are expected to demonstrate their employability skills by participating in the Interview conducted by the examiner.

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	1	3	3	3
CO 2	3	1	3	3	3
CO 3	3	1	3	3	3
CO 4	3	1	3	3	3
CO 5	3	1	3	3	3
Ave.	3	1	3	3	3

## PSO-CO- Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>
CO1	Understand requirements and responsibilities of the job.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO2	Identify the strengths, weaknesses, opportunities and threats of self, industries and the potential recruiters	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO3	Able to draft profile suiting the different job designations.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO4	Recognize skills needed to participate in a Group discussion	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO5	Learn how to face interviews	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
	<b>COURSE COMPONENT: INTERNSHIP</b>
<b>COURSE NAME: INTERNSHIP</b>	<b>COURSE CODE: 19PINT401</b>
<b>SEMESTER: III</b>	<b>MARKS:100</b>
<b>CREDITS: 2</b>	
<b>PRACTICAL</b>	

**COURSE OBJECTIVE:**

To get on the job training.

**COURSE OUTCOME:**

1. Integrate theory and practice.
2. Assess interests and abilities in their field of study.
3. Develop work habits and attitudes necessary for job success.
4. Build a record of work experience.
5. Acquire employment contacts leading directly to a full-time job following graduation from college.

Students to work in any business organization for a period of 30 days and to submit a written report of their performance in the organization.

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	1	3	3	3
CO 2	3	1	3	3	3
CO 3	3	1	3	3	3
CO 4	3	1	3	3	3
CO 5	3	1	3	3	3
Ave.	3	1	3	3	3

**PSO-CO- Mapping**

CO No:	COURSE OUTCOME	PSOs ADDRESSED
CO1	Integrate theory and practice.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO2	Assess interests and abilities in their field of study.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO3	Develop work habits and attitudes necessary for job success.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO4	Build a record of work experience.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO5	Acquire employment contacts leading directly to a full-time job following graduation from college.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5

**REFER THE PROFESSIONAL ELECTIVES LIST FOR SEMESTER III  
ELECTIVES**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: IV</b>	<b>COURSE COMPONENT: SOFT SKILLS IV</b>
<b>COURSE NAME: PERSUASION SKILLS</b>	<b>COURSE CODE:</b>
<b>SEMESTER: IV</b>	<b>MARKS:100</b>
<b>CREDITS: 2</b>	<b>TOTAL HOURS: 30</b>
<b>PRACTICAL</b>	

**COURSE OBJECTIVE:**

To Provide the students with the basic knowledge in Business Management skills

**COURSE OUTCOME:**

1. Understand the importance of persuasion skills
2. Develop interpersonal skills
3. Imbibe tactics of effective business persuasion
4. Enhance negotiation skills
5. Develop self- Branding skills

**Unit I: Meaning of Persuasion**

**6 Hours**

Meaning and importance of persuasion – steps in persuasion process- role of communication in persuasion

**Unit II: Interpersonal Skills for Persuasion**

**6 Hours**

Interpersonal and persuading skills – Use of AIDA in persuasion – Rhetorics of persuasion

**Unit III: Persuasion Techniques**

**6 Hours**

Kinesics – identify simple persuasion techniques – Agree to disagree

**Unit IV: Persuasion Skills for Business**

**6 Hours**

Business Etiquettes- Negotiation skills – effective persuasion writing

**Unit V: Making an Impression**

**6 Hours**

Personal Grooming and self-Branding - Interview Skills – making an impression – emotional Intelligence

**Total: 30 Hours**

**RECOMMENDED TEXT BOOKS:**

1. Goleman, Daniel. 1998, *Working with Emotional Intelligence*. Bantam Books. New York
2. Business Communication. 11th ed. Tata McGraw-Hill, New Delhi



**REFERENCE BOOKS :**

1. Jones. Leo and Richard Alexander. 2003. *New International Business English*. Cambridge University Press

**E-LEARNING RESOURCES:**

1. <http://www.skillsyouneed.com/ips/social-skills.html>
2. <https://www.youtube.com/watch?v=n1zNwA61Y7g>

**EVALUATION:**

The students are expected to demonstrate their persuasion skills by answering the questions asked by the examiner.

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	1	3	3	3
CO 2	3	1	3	3	3
CO 3	3	1	3	3	3
CO 4	3	1	3	3	3
CO 5	3	1	3	3	3
Ave.	3	1	3	3	3

**PSO-CO- Mapping**

CO No:	COURSE OUTCOME	PSOs ADDRESSED
CO1	Understand the importance of persuasion skills	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO2	Develop interpersonal skills	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO3	Imbibe tactics of effective business persuasion	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO4	Enhance negotiation skills	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO5	Develop self- Branding skills	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5

**REFER THE PROFESSIONAL ELECTIVES LIST FOR SEMESTER IV  
ELECTIVES**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
	<b>COURSE COMPONENT: CORE XIV</b>
<b>COURSE NAME: PROJECT WORK AND VIVA VOCE</b>	<b>COURSE CODE: 19PMBA322</b>
<b>SEMESTER: IV</b>	<b>MARKS:200</b>
<b>CREDITS: 8</b>	
<b>PRACTICAL</b>	

### **COURSE OBJECTIVE**

To develop the ability to use research techniques to solve organizational problems.

### **COURSE OUTCOME**

1. Develop scientific approach in solving a problem
2. Identify research problem
3. Classify and tabulate data
4. Use the right tools for the analysis of data
5. Interpret data for effective decision making

### **Evaluation:**

The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks. The Viva-voce will be conducted by Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (8 Credits).

### **PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	1	3	3	3
CO 2	3	1	3	3	3
CO 3	3	1	3	3	3
CO 4	3	1	3	3	3
CO 5	3	1	3	3	3
Ave.	3	1	3	3	3

### **PSO-CO- Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>
CO1	Develop scientific approach in solving a problem	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO2	Identify research problem	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO3	Classify and tabulate data	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO4	Use the right tools for the analysis of data	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5
CO5	Interpret data for effective decision making	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5

**PROFESSIONAL ELECTIVES  
HUMAN RESOURCE MANAGEMENT ELECTIVES**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: STRESS MANAGEMENT</b>	<b>COURSE CODE: 19PMBA320</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a broad background of stress research.

**COURSE OUTCOME:**

1. Assess the symptoms, causes and effects of personal stressors
2. Monitor the effectiveness of stress management techniques
3. Practice methods to overcome stress
4. Create an adoptable stress management plan for achievement success
5. Optimise time management for effective productivity

**UNIT I: UNDERSTANDING STRESS**

**9 Hours**

Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

**UNIT II: COMMON STRESS FACTORS TIME & CAREER PLATEAUIING 9Hours**

Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’.

**UNIT III: CRISIS MANAGEMENT**

**9 Hours**

Implications – People issues – Environmental issues –Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication - Taking advantage of crisis – Pushing new ideas – Empowerment.

**UNIT IV: WORK PLACE HUMOUR**

**9 Hours**

Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit –Using humour at work – Reducing conflicts with humour.

**UNIT V: SELF DEVELOPMENT****9 Hours**

Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision making - Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.

**REFERENCE BOOKS :**

1. Waltschafer, Stress Management ,Cengage Learning, 4th Edition 2009.
2. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery. Pearson
3. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012
4. Bartlet. Stress – Perspectives & Process. Tata McGraw Hill. 2012

**E-LEARNING RESOURCES :**

1. <http://www.apa.org/pubs/journals/str/>
2. <http://link.springer.com/journal/10771>

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	30
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	30
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBEL M
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Assess the symptoms, causes and effects of personal stressors	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Monitor the effectiveness of stress management techniques	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Practice methods to overcome stress	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Create an adoptable stress management plan for achievement success	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Optimise time management for effective productivity	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: INDUSTRIAL RELATIONS AND LABOUR WELFARE</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE:**

To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

### **COURSE OUTCOME:**

1. Clarity in facets of interactions between the employer and the employee and the importance of harmonious relationship in industries.
2. Imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relationship between the employer and the employees.
3. Application of practical knowledge for workplace safety which helps identification, evaluation, and control of hazards
4. Integrate the knowledge of Labour Law with Industrial Relations, Social Security and Working conditions.
5. Understand the welfare measures for special categories of labour.

### **UNIT I: INDUSTRIAL RELATIONS**

**9 Hours**

Concepts – Importance – Industrial Relations problems in the Public Sector - The Payment of Wages Act 1932– Growth of Trade Unions –Trade Union Act 1926: Trade (Amendments) Act 2021- Codes of conduct- Collective bargaining

### **UNIT II: INDUSTRIAL CONFLICT**

**9 Hours**

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace –Industrial Dispute Act 1947- Government Machinery-Conciliation – Arbitration – Adjudication.

### **UNIT III: LABOUR WELFARE**

**9 Hours**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures: Personal Health Care, Flexi Timing, Maternity and adoption leaves, – Statutory Welfare Measures : The Factories Act, 1948.The Maternity Benefit Act,1961 (with latest amendments)The Employee State Insurance Act, [ESI] 1948.The Payment of Bonus Act, 1965. – Labour – Welfare Funds – Labour Welfare Fund Act- Education and Training Schemes.

**UNIT IV: INDUSTRIAL SAFETY****9 Hours**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – The Occupational Safety, Health and Working Conditions Code, 2020

**UNIT V: WELFARE OF SPECIAL CATEGORIES OF LABOUR****9 Hours**

Child Labour – Indian Child Labour Act, 1986 – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour – Social Assistance – Social Security – Implications. SHE concept (Safety Health and Environment)

**RECOMMENDED TEXT BOOKS:**

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012.

**REFERENCE BOOKS:**

1. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
2. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
5. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004

**E-LEARNING RESOURCES:**

1. <http://onlinelibrary.wiley.com/journal/10.1111/%28ISSN%291468-2338>
2. <https://labour.gov.in/industrial-relations>

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	30
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	30
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
<b>TOTAL MARKS</b>				<b>100</b>



**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Clarity in facets of interactions between the employer and the employee and the importance of harmonious relationship in industries	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relationship between the employer and the employees	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Application of practical knowledge for workplace safety which helps identification, evaluation, and control of hazards	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Integrate the knowledge of Labour Law with Industrial Relations, Social Security and Working conditions	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Understand the welfare measures for special categories of labour	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: COMPENSATION MANAGEMENT</b>	<b>COURSE CODE: 19PMBA323</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

To help the students to know the structure and management of compensation.

**COURSE OUTCOME:**

1. Explain the importance of compensation management to build the competitive advantage of the organization
2. Analyse, integrate and understand the compensation system to resolve wage related issues
3. Demonstrate a just and fair pay system to motivate employees to perform better
4. Understand and apply the knowledge in designing a rational and equitable pay system and to cope with the corresponding job-market and government regulations
5. Identify the factors in compensation to attract and retain employees to build goodwill for the organization

**UNIT 1: WAGE AND SALARY ADMINISTRATION**

**9 Hours**

Definition, concept, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay /skill-based pay, Factors affecting wages.

**UNIT 2: INCENTIVE PLANS**

**9 Hours**

Variable pay, Individual and Group Incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring - Cost- to – Company(CTC). ESOP

**UNIT 3: EMPLOYEE BENEFITS**

**9 Hours**

Supplemented Pay benefits (pay for time not worked), Insurance benefits, Retirement benefits, Employees’ service benefits, ESOPs, Flexible benefits and Benefit Surveys.

**UNIT 4: GOVERNING LAWS**

**9 Hours**

Provident Fund Act 1952, Minimum wages Act 1948, Payment of wages Act 1948, Payment of Bonus Act, 1965. ESI Act, Maternity Act

**UNIT 5 REWARD MANAGEMENT****9 Hours**

Current trends in Compensation and Reward Management.

**REFERENCE BOOKS:**

1. Human Resource Management, Eugence Mckenna and Nic Beach, Pearson Education Limited, 2002.
2. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 1997.

**E-LEARNING RESOURCES:**

1. [www.sachajournals.com/user/image/idemobi002sjpss.pdf](http://www.sachajournals.com/user/image/idemobi002sjpss.pdf)
2. <http://www.sagepub.in/journals/Journal200811>

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	30
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	30
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBEL M
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the importance of compensation management to build the competitive advantage of the organization	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Analyse, integrate and understand the compensation system to resolve wage related issues	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Demonstrate a just and fair pay system to motivate employees to perform better	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Understand and apply the knowledge in designing a rational and equitable pay system and to cope with the corresponding job-market and government regulations	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Identify the factors in compensation to attract and retain employees to build goodwill for the organization	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	<b>COURSE CODE: 19PMBA324</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

To help students understand the transformation in the role of HR functions from being a support function to strategic function.

**COURSE OUTCOME:**

1. Enable students identify the Key HR functions and operations
2. Identify the importance of creating innovative strategies in Human resource activities
3. Enable students to identify, create and explain the various HR decisions and policies
4. Demonstrate skills to address issues related to organizational culture, structure, effectiveness, resource matching, and performance of employees in organisations.
5. Develop the process capabilities as well as managing the human capital effectively.

**UNIT 1: INTRODUCTION**

**9 Hours**

Approaches to Strategic HRM, SHRM & Business Strategy, SHRM Strategy, Structure, Culture and Policy, Organizational Culture and HRM, HRM Structures and Policy, The Formulation of HR Strategies, The Strategic Fit, Strategic HRM Models, SIX BOX model, 7 S Framework, Force Field Analysis.

**UNIT II: OD INTERVENTIONS**

**9 Hours**

Introduction the term “interventions” Types of Interventions-Terms, Third Party, Structural and Comprehensive

**UNIT III: TEAM INTERVENTIONS**

**9 Hours**

What are Teams and Effective Teams. Stages of Team Development. Role Analysis Technique, Interdependency Exercise, Role Negotiation, Visioning

**UNIT IV: STRUCTURAL INTERVENTIONS**

**9 Hours**

Socio-Technical System as an intervention, Work Redesign, Quality of Work Life, TQM, Reengineering

**UNIT V: OD CONSULTANT**

**9 Hours**

Role of the OD Consultant, Competencies of the OD Consultant, Future Terms and Applications of OD.

### RECOMMENDED TEXT BOOKS:

1. Jeffrey A Mello, “Strategic Human Resource Management”, Thomson, Singapore, Southwestern 2003.
2. Randy L. Desimone, Jon M. Werner – David M. Marris, „Human ResourceDevelopment“, Thomson Southwestern, Singapore, 2002.

### REFERENCE BOOKS:

1. Robert L. Mathis and John H. Jackson, “Human Resource Management”, Thomson Southwestern, Singapore, 2003.
2. Rosemary Harrison, „Employee Development“ – University Press, India Ltd, New Delhi,2003.
3. Srinivas Kandula, „Human Resource Management in Practice“, Prentice Hall of India,2005, New Delhi, 2004.

### E-LEARNING RESOURCES:

1. <http://www.manuscript.publishingindia.com/index.php/JSHRM>
2. <http://www.brunel.ac.uk/data/assets/file/0018/91035/phdSimp2009TamerDarwish.pdf>

## GUIDELINES TO THE QUESTION PAPER SETTERS

### QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Enable students identify the Key HR functions and operations	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Identify the importance of creating innovative strategies in Human resource activities	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Enable students to identify, create and explain the various HR decisions and policies	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Demonstrate skills to address issues related to organizational culture, structure, effectiveness, resource matching, and performance of employees in organisations	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Develop the process capabilities as well as managing the human capital effectively	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**



<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: HUMAN RESOURCE DEVELOPMENT</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To identify the content, process and the outcomes of HRD applications and understand diversity issues and their impact on organizations

**COURSE OUTCOME:**

1. Understand the basic knowledge and skills needed to be an effective HRD Professional
2. Assess, design and implementing effective HRD programs in an organisation
3. Demonstrate a commitment to lifelong learning by participation in professional development activities through coaching and counseling
4. Evaluate HRD programs and assessing its impact on employees
5. Analyse the human resource challenges to have clear idea to manage cross cultural team in work place in domestic and global scenario

**UNIT 1 INTRODUCTION**

**9 HOURS**

Human Resource Development – Evolution of HRD - Relationship with HRM - Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Learning and HRD – Learning Strategies and Styles- Transactional Analysis

**UNIT II HRD FRAME WORK**

**9 HOURS**

Frame work of Human Resource Development – HRD in India – Introduction to HR Analytics – Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs – Implementing HRD programs

**UNIT III HRD COUNSELLING**

**9 HOURS**

Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs

**UNIT IV HRD PROGRAMMES AND IT'S EVALUATION**

**9 HOURS**

Evaluating HRD programs - Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Realistic Job Review

**UNIT V WORK FORCE DYNAMICS****9 HOURS**

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development

**RECOMMENDED TEXT BOOKS:**

1. Rao, T.V., Future of HRD, Macmillan Publishers India.
2. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.
3. Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson Education.

**REFERENCE BOOKS:**

1. Werner & Desimone, Human Resource Development, Cengage Learning, 2006
2. William E. Blank, Handbook for Developing Competency Based Training Programmes, Prentice-Hall, New Jersey, 1982.
3. Uday Kumar Halder, Human Resource Development, Oxford University Press, 2009
4. Srinivas Kandula, Strategic Human Resource Development, Phi Learning, 2001

**E-LEARNING RESOURCES:**

1. [www.shrm.org](http://www.shrm.org)
2. [www.hr.blr.com](http://www.hr.blr.com)

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

<b>SECTION</b>	<b>QUESTION COMPONENT</b>	<b>NUMBERS</b>	<b>MARKS</b>	<b>TOTAL</b>
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	30
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	30
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBEL M
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Understand the basic knowledge and skills needed to be an effective HRD Professional	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Assess, design and implementing effective HRD programs in an organisation	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Demonstrate a commitment to lifelong learning by participation in professional development activities through coaching and counseling	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Evaluate HRD programs and assessing its impact on employees	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Analyse the human resource challenges to have clear idea to manage cross cultural team in work place in domestic and global scenario	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: MANAGERIAL BEHAVIOR AND EFFECTIVENESS</b>	<b>COURSE CODE: 19PMBA325</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organisational characteristics.

**COURSE OUTCOME:**

1. Define the managerial job and its dimensions to exhibit a relevant managerial job behavior
2. Differentiate effective and ineffective job behavior and understand functional level differences
3. Develop effective pay and reward system for managerial motivation and career development of the employees
4. Analyse the current system of managerial jobs and create a practical approach to managerial effectiveness
5. Understand environmental issues and challenges to develop the winning edge through fostering innovation and creativity

**UNIT I: DEFINING THE MANAGERIAL JOB 9 Hours**

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional level differences in Managerial Job behaviour.

**UNIT II: DESIGNING THE MANAGERIAL JOB 9 Hours**

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balance Scorecard - Feedback – Career planning and Management.

**UNIT III: PRACTICAL APPROACH TO MANAGERIAL EFFECTIVENESS**

**9 Hours**

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

**UNIT IV: ENVIRONMENTAL ISSUES**

**9 Hours**

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge - Competition – Managerial Styles.

## UNIT V: DEVELOPING THE WINNING EDGE

9 Hours

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

### RECOMMENDED TEXT BOOKS:

1. Peter Drucker, Management, Harper Row, 2005.
2. T.V.Rao, Appraising and Developing Managerial Performance, Excel Books, 2000.

### REFERENCE BOOKS:

1. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
2. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
3. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
4. Joe Tidd, John Bessant, Keith Pavitt, Managing Innovation, Wiley 3<sup>rd</sup> edition, 2006.
5. R.M.Omkar, Personality Development and Career Management, S.Chand 1<sup>st</sup> edition, 2008.
6. Richard L.Daft, Leadership, Cengage, 1<sup>st</sup> Indian Reprint 2008.

### E-LEARNING RESOURCES:

1. <http://www.emeraldinsight.com/doi/abs/10.1108/03090591211204733>
2. <http://www.emeraldinsight.com/doi/abs/10.1108/03090591111095718>
3. <http://eric.ed.gov/?id=EJ978766>

## GUIDELINES TO THE QUESTION PAPER SETTERS

### QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
<b>TOTAL MARKS</b>				<b>100</b>

## BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBEL M
I	2		2		1	
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IV	2		1		1	
V	3		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Define the managerial job and its dimensions to exhibit a relevant managerial job behavior	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Differentiate effective and ineffective job behavior and understand functional level differences	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Develop effective pay and reward system for managerial motivation and career development of the employees	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Analyse the current system of managerial jobs and create a practical approach to managerial effectiveness	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Understand environmental issues and challenges to develop the winning edge through fostering innovation and creativity	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**



<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: HR ANALYTICS</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

To prepare the students to understand the Human Resource Analytics that supports decision making and improvement in Performance. To create interest among students in operating small business.

**COURSE OUTCOME:**

1. Highlight the nuances of HR Analytics
2. Articulate the Applications of HR Analytics
3. Determine the different HR Analytic tools for effective decision making.
4. Proper utilisation of Data for HR Decision making
5. Underline the future of HR Analytics

**UNIT 1: INTRODUCTION**

**9 Hours**

Introduction to HR Analytics - Transition from Traditional HR to HR analytics - analytic Thinking – Uses of HR Analytics – Challenges in HR Analytics – Prerequisites of implementing HR Analytics

**UNIT II: APPLICATIONS OF HR ANALYTICS**

**9 Hours**

HR Metrics for Employee Lifecycle: Attraction – Recruitment – On boarding - Development – Compensation – Separation -Application of HR analytics - Career Planning - Using Data to project employee Turnover and attrition – Data analytics in Performance Management– Strategic Resourcing

**UNIT III: HR ANALYTIC TOOLS**

**9 Hours**

HR Analytics Functions- Data Extraction - HR Data Analysis –Data Integrity -Data Analytical Skills – building a customised HR Dashboard – using tools like Microsoft Excel, Power BI, Tableau

**UNIT IV: DATA ANALYSIS**

**9 Hours**

Translating HR Data into value adding insights - Identifying the problem – using Data to analyse the problem – Testing of Hypotheses and using various statistical tools - Interpreting outcomes – Using Data for HR Decision making

## UNIT V: FUTURE OF HR ANALYTICS

9 Hours

HRIS - Estimating HR cost - Return on Investment in HRM - HR Accounting, HR Audit - Statistics and Data - HR agility- Capstone projects – Career in data analytics - Future of HR Analytics

### RECOMMENDED TEXT BOOKS:

1. Marr, Bernard. 'Data-Driven HR: How to Use Analytics and Metrics to Drive Performance'. United Kingdom: Kogan Page, 2018.
2. Fermin Diez, Mark Bussin, Venessa Lee. 'Fundamentals of HR Analytics', Emerald Publications, 2020

### REFERENCES:

1. FITZ-ENZ, Jac. 'The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments'. Ukraine: AMACOM, 2010.
2. Smith, Tracey. 'HR Analytics: The What, Why and How....' United States, Createspace Independent Pub, 2013.
3. McFarlane, Lindsay., Waters, Shonna D., Streets, Valerie N., Johnson-Murray, Rachael. 'The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions'. United States: Society for Human Resource Management, 2018.

### E-LEARNING RESOURCES:

1. <https://www.toolbox.com/hr/hr-analytics/articles/what-is-hr-analytics/>
2. [https://employeeecycle.com/hr\\_metrics\\_for\\_every\\_phase\\_of\\_the\\_employee\\_lifecycle/](https://employeeecycle.com/hr_metrics_for_every_phase_of_the_employee_lifecycle/)
3. [https://www.researchgate.net/publication/320795628\\_The\\_Rise\\_and\\_Fall\\_of\\_HR\\_Analytics\\_The\\_Future\\_Application\\_Value\\_Structure\\_and\\_System\\_Support](https://www.researchgate.net/publication/320795628_The_Rise_and_Fall_of_HR_Analytics_The_Future_Application_Value_Structure_and_System_Support)

## GUIDELINES TO THE QUESTION PAPER SETTERS

### QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
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C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBEL M
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

#### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Highlight the nuances of HR Analytics	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Articulate the Applications of HR Analytics	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Determine the different HR Analytic tools for effective decision making.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Proper utilisation of Data for HR Decision making	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Underline the future of HR Analytics	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

## FINANCE ELECTIVES

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: CORPORATE FINANCE</b>	<b>COURSE CODE: 19PMBA3F2</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY AND PROBLEMS</b>	

### **COURSE OBJECTIVE:**

- Student will acquire nuances involved in short-term corporate financing & Good ethical practices

### **COURSE OUTCOME:**

1. Enumerate the role of finance and analyse the interrelationship between finance and governance
2. Describe and evaluate the different sources of corporate finance such as equity, debt, retained earnings and so on.
3. Evaluate the short-term working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility
4. Examine the concepts and procedures of financial reporting, including income statement, balance sheet, and statement of cash flows
5. Assess how risk and the cost of capital impact on investment appraisal, and explain how such factors affect the value of a capital project

### **UNIT I: INDUSTRIAL FINANCE**

**9 Hours**

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units.

### **UNIT II: FINANCING DECISION**

**9 Hours**

Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.

### **UNIT III: SHORT TERM-WORKING CAPITAL FINANCE**

**9 Hours**

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

### **UNIT IV: ADVANCED FINANCIAL MANAGEMENT**

**9 Hours**

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash

flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.

#### **UNIT V: CORPORATE GOVERNANCE**

**9 Hours**

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

Total: 45 Hours

**THEORY – 80%, PROBLEMS – 20%**

#### **RECOMMENDED TEXT BOOKS:**

1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance,Tata McGraw Hill, 9th Edition, 2011
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.

#### **REFERENCE BOOKS :**

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, CengageLearning, 2nd Edition, 2011.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
3. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.

#### **E-LEARNING RESOURCES:**

1. <http://www.journals.elsevier.com/journal-of-corporate-finance/>
2. <http://www.sciencedirect.com/science/journal/09291199>

### **GUIDELINES TO THE QUESTION PAPER SETTERS**

#### **QUESTION PAPER PATTERN**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

## BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBLE M
I	2		1		1	
II	3		1		1	
III	2		1	1	1	
IV	3		1	1	1	1
V	2		1		1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Enumerate the role of finance and analyse the interrelationship between finance and governance	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Describe and evaluate the different sources of corporate finance such as equity, debt, retained earnings and so on	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Evaluate the short-term working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Examine the concepts and procedures of financial reporting, including income statement, balance sheet, and statement of cash flows	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Assess how risk and the cost of capital impact on investment appraisal, and explain how such factors affect the value of a capital project	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: BANKING AND INSURANCE</b>	<b>COURSE CODE: 19PMBA3F4</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To understand the Indian banking system and its operations and also gain exposure on insurance and e-banking systems.

**COURSE OUTCOME:**

1. Understand the overview of Indian Banking system and pertaining financial statements
2. Analyse the sources and application of bank funds and credit policy
3. Comprehend the credit monitoring and the risk management system
4. Awareness on the performance analysis of banks and the securities market
5. Demonstrate the functioning of electronic banking and its uses

**UNIT I: OVERVIEW OF INDIAN BANKING SYSTEM**

**9 Hours**

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

**UNIT II: SOURCES AND APPLICATION OF BANK FUNDS**

**9 Hours**

Capital adequacy, Deposits and non-deposit sources, designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

**UNIT III: CREDIT MONITORING AND RISK MANAGEMENT**

**9 Hours**

Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

**UNIT IV: INSURANCE**

**9 Hours**

Insurance: Meaning – Nature and Importance – Risk Management: Identification – Measurement -Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation: IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors



**UNIT V: HIGH TECH E-BANKING****9 Hours**

Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI’s initiatives.

**RECOMMENDED TEXT BOOKS:**

1. Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010.

**REFERENCE BOOKS:**

1. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.

**E-LEARNING RESOURCES:**

1. <http://www.springer.com/business+%26+management/finance/journal/10693>
2. <http://www.emeraldgrouppublishing.com/products/journals/journals.htm?id=ijbms>

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
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<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
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<b>TOTAL</b>						
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## PSO – CO Mapping

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CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

## PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Understand the overview of Indian Banking system and pertaining financial statements	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Analyse the sources and application of bank funds and credit policy	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Comprehend the credit monitoring and the risk management system	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Awareness on the performance analysis of banks and the securities market	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Demonstrate the functioning of electronic banking and its uses	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: CORPORATE RESTRUCTURING</b>	<b>COURSE CODE: 19PMBA3F5</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To understand corporate restructuring and the regulatory framework for mergers and acquisitions and the process involved in it.

**COURSE OUTCOME:**

1. Define the objectives of corporate restructuring and differentiate its various methods
2. Illustrate the regulatory framework for mergers and acquisitions
3. Evaluate the financing and accounting framework for mergers and acquisitions
4. Enumerate the critical success factors for post-merger integration
5. Correlate the corporate control mechanism and takeover defenses

**UNIT I: INTRODUCTION**

**9 Hours**

Corporate Restructuring – meaning, objectives, types and forms, motives for restructuring – meaning of Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme for Merger, theories of Merger, cross border Mergers and Acquisitions.

**UNIT II: REGULATORY FRAMEWORK FOR MERGERS AND ACQUISITION**

**9 Hours**

Compliance with Indian Companies Act, Competition Act 2002, Income Tax Act 1961, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.

**UNIT III: MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK**

**9 Hours**

Due Diligence – types, screening due diligence, challenges and checklist - Valuation for Merger and Acquisition – concepts of value, methods of Enterprise and Equity valuation, Brand, Goodwill, Human resources, Customer Relationships valuation, Firm valuation, Cost of Capital, Relative valuation, Issues in Valuation, Synergy and Value creation – Financing Mergers and Acquisitions –equity, debt and venture capital funds – Negotiation, Deal structuring and Methods of payments in mergers and acquisitions – Accounting for Mergers and Acquisitions.

**UNIT IV: POST-MERGER INTEGRATION**

**9 Hours**

Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, approaches to integration, Challenges in integration, Steps for successful integration, Cultural integration, Redesigning post-merger cultural process.

## UNIT V: CORPORATE CONTROL MECHANISM AND TAKEOVER DEFENSES

9Hours

Internal and External control mechanism, Takeover tactics, Takeover defenses, Regulatory aspects in India with respect to Takeover defenses.

### RECOMMENDED TEXT BOOKS:

1. Rajesh Kumar B., Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd., New Delhi, 2012.
2. Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Biztantra, New Delhi, 2012.

### REFERENCE BOOKS:

1. Kamal Ghosh Ray, PHI Learning Private Limited, New Delhi, 2010.
2. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Second Edition, Wiley India, 2010.
3. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Fifth Edition, Wiley India, 2011.

### E-LEARNING RESOURCES:

1. <http://www.ccsenet.org/journal/index.php/ijbm/article/view/585>
2. <http://www.worldscientific.com/worldscinet/jrf>

## GUIDELINES TO THE QUESTION PAPER SETTERS

### QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

## PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

## PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Define the objectives of corporate restructuring and differentiate its various methods	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Illustrate the regulatory framework for mergers and acquisitions	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Evaluate the financing and accounting framework for mergers and acquisitions	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Enumerate the critical success factors for post-merger integration	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Correlate the corporate control mechanism and takeover defenses	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>COURSE CODE: 19PMBA3F1</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY AND PROBLEMS</b>	

**COURSE OBJECTIVE:**

- To enable students to understand the nuances of stock market operations and the techniques involved in deciding upon purchase or sale of securities

**COURSE OUTCOME:**

1. Recognize and apply appropriate theories, principles, and concepts relevant to securities analysis and portfolio management.
2. Emphasis on competing approaches to stock investment, fundamental analysis and technical analysis
3. Identify, analyze and draw reasoned conclusions in selecting and presenting information on securities.
4. Demonstrate the ability to develop analytical skill relevant to security valuation and portfolio management.
5. Understanding of various derivatives strategies and implications for portfolio management.

**UNIT I: INVESTMENT SETTING**

**9 Hours**

Financial and economic meaning of Investment – Characteristics and objectives of Investment –Types of Investment and its characteristics– Equity Share, Preference Share, Bonds and Debentures — Risk and return concepts- Systematic and Unsystematic Risk

**UNIT II: SECURITIES ANALYSIS**

**9 Hours**

Valuation and return- evaluation of fixed income securities: Bond Risk, Yield to Maturity and Bond Value Theorems - evaluation of ordinary shares: Types of Dividend, Dividend Discount Model, Walter, Gordon and MM Model

**UNIT III: FUNDAMENTAL ANALYSIS**

**9 Hours**

Economic Analysis – Economic forecasting and stock Investment Decisions – Industry Analysis: Industry classification, Industry life cycle – Company Analysis: Quantitative and Qualitative factors- Measuring Earnings – Applied Valuation Techniques – Graham and Dodd Model.

**UNIT IV: TECHNICAL ANALYSIS**

**9**

**Hours** Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

**UNIT V: PORTFOLIO MANAGEMENT****9 Hours**

Portfolio Construction: Traditional and Modern Approach –Portfolio Selection: Markowitz Model, Capital Asset Pricing model, Sharp Single Index Model – Portfolio Revision: Constant Rupee, Constant Ratio, Variable Ratio – Portfolio Evaluation: Treynor, Sharpe and Jensen – Mutual Funds: Types, Features and Evaluation.

**Total: 45 Hours****THEORY – 80%, PROBLEM – 20%****RECOMMENDED TEXT BOOKS:**

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill,2011.

**REFERENCE BOOKS:**

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning,9th edition, 2011.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
3. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.
4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya PublishingHouse, 2011.
5. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012.

**E-LEARNING RESOURCES:**

1. <http://www.ijournals.com/doi/abs/10.3905/jpm.1990.409271>
2. <http://www.inderscience.com/jhome.php?jcode=ijpam>

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

## BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		1	1	1	1
III	2		1		1	
IV	3		1		1	
V	2		1	1	1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Recognize and apply appropriate theories, principles, and concepts relevant to securities analysis and portfolio management	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Emphasis on competing approaches to stock investment, fundamental analysis and technical analysis	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Identify, analyze and draw reasoned conclusions in selecting and presenting information on securities	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Demonstrate the ability to develop analytical skill relevant to security valuation and portfolio management	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Understanding of various derivatives strategies and implications for portfolio management	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**



<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: MERCHANT BANKING AND FINANCIAL SERVICES</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVES:**

- To enable student, understand the modes of issuing securities and the role of merchant bankers and acquire knowledge on various fee and fund based financial services

**COURSE OUTCOME:**

1. Acquire knowledge in Indian Financial system and to have an overview of merchant banking activities in India as per SEBI guidelines
2. Interpret the legal and regulatory framework and the various role of merchant banker.
3. Familiarize with the issue management activities and obtain knowledge on its mechanism
4. Acquire advanced knowledge on concepts like mergers, acquisitions, portfolio management services, leasing and hire purchases.
5. Acquaintance to fund based financial services.

**UNIT I: INTRODUCTION TO MERCHANT BANKING**

**9 Hours**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banker –Procedure to register as a Merchant banker in India- SEBI guidelines and Code of conduct for merchant bankers.

**UNIT II: LEGAL AND REGULATORY FRAMEWORK**

**9 Hours**

Compliance of SEBI guidelines by Merchant banker - Relevant Provisions of Companies Act- SCRA – FEMA - Relation with Stock Exchanges and OTCEI. Roles of Merchant Banker: Appraisal of Projects, Designing Capital Structure and Instruments - Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with Foreign Investments, Mutual Funds, Foreign Institutional Investors - Off - Shore Issues.

**UNIT III: ISSUE MANAGEMENT**

**9 Hours**

Mechanism of issue management – roles of issue manager – activities in public issue management - Issue Pricing – Book Building – Preparation of Prospectus - Selection of Bankers

and Advertising Consultants - Role of Registrars –Bankers to the Issue - Underwriters and Brokers – Issue Marketing – Advertising Strategies – NRI Marketing –Post Issue Activities.

**UNIT IV: FEE AND FUND BASED FINANCIAL SERVICES 9 Hours**

Fee based Financial Services: Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – CreditRating –Mutual Funds - Business Valuation. Fund based Financial Services: Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing.

**UNIT V: OTHER FUND BASED FINANCIAL SERVICES 9 Hours**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfaiting – Venture Capital.

**RECOMMENDED TEXT BOOKS:**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Gurusamy, S, Merchant Banking and Financial Services, Vijay Nicole Imprints Private Limited, 2013.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
4. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.

**REFERENCE BOOKS:**

1. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
2. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
3. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2ndEdition, 2011.

**E-LEARNING RESOURCES:**

1. [http://www.ccmf-uwi.org/files/publications/journal/2007\\_1\\_2/174\\_204.pdf](http://www.ccmf-uwi.org/files/publications/journal/2007_1_2/174_204.pdf)
2. <http://link.springer.com/article/10.1007%2FBF00114077#page-1>

**GUIDELINES TO THE QUESTION PAPER SETTERS**

**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

## BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Acquire knowledge in Indian Financial system and to have an overview of merchant banking activities in India as per SEBI guidelines	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Interpret the legal and regulatory framework and the various role of merchant banker	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Familiarize with the issue management activities and obtain knowledge on its mechanism	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Acquire advanced knowledge on concepts like mergers, acquisitions, portfolio management services, leasing and hire purchases	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Acquaintance to fund based financial services	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: TAX MANAGEMENT</b>	<b>COURSE CODE: 19PMBA3F6</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVES:**

- To make the students understand the nuances of tax management.

**COURSE OUTCOME:**

1. Introduce the scope, schemes and methods of taxation
2. Analyse the sources of Income and capital gains
3. Understand the computation of Income tax
4. Understand the clubbing provisions and their implications
5. Review the assessment system

**UNIT I : INTRODUCTION**

**9 Hours**

Income Tax Law – Scheme of Taxation – important concepts – method of Accounting – scope of Total income & Residential status – Tax free incomes.

**UNIT II : HEADS OF INCOME**

**9 Hours**

– Salaries, Income from house property, profits and gains of Business of profession, capital gains and Income from other sources.

**UNIT III : DEDUCTIONS**

**9 Hours**

Deductions to be made in computing total income –Reliefs of Income tax – Taxation of Non-Residents.

**UNIT IV: TAX PROVISIONS**

**9 Hours**

Set off and carry forward of losses – clubbing provisions and their implications.

**UNIT V : ASSESSMENT**

**9 Hours**

Assessment of Individuals, Assessment of HUF, Assessment of Firm and Assessment of companies – Tax Planning, Tax Avoidance and Evasion.

Total: 45 Hours

**RECOMMENDED TEXT BOOKS:**

1. Ahuja, G. K., & Gupta, R. Systematic Approach to Income Tax, Allahabad, Bharat lawhouse.
2. Lal, B.B., Direct Taxes Practice and Planning Konark Publishers Private Ltd, Delhi, Latest Edition.

**REFERENCE BOOKS:**

1. Iyengar, A C., Sampat Law of Income Tax. Allahabad, Bharat Law House.
2. Kanga, J. B. and Palkhivala, N.A., Income Tax. Bombay, Vol.1-3, N.M. Tripathi.
3. Prasad, B., Income Tax Law and Practice ViswaPrakashan, New Delhi, Latest Edition.
4. Ranina, H. P. Corporate Taxation: A Handbook. New Delhi, Oriental Law House.

**E-LEARNING RESOURCES:**

1. <https://www.kpmg.com/Global/en/services/Tax/dispute-resolution-controversy/Documents/bna-international-tax-2012-05-14.pdf>
2. <http://www.journals.elsevier.com/journal-of-international-accounting-auditing-and-taxation/>

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

## PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

## PSO-CO- Question Paper Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Introduce the scope, schemes and methods of taxation	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Analyse the sources of Income and capital gains	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Understand the computation of Income tax	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Understand the clubbing provisions and their implications	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Review the assessment system	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

## MARKETING ELECTIVES

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: CONSUMER BEHAVIOUR</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE:**

- To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

### **COURSE OUTCOME:**

1. Identify the important factors influencing in consumer behaviour.
2. Establish the relevance of consumer behaviour theories and concepts to marketing decisions.
3. Recognise Internal and external Influences on consumer behavior.
4. Demonstrate how knowledge of consumer behaviour be applied to marketing.
5. Understand the implication of the buying decision process.

### **UNIT I: INTRODUCTION**

**9 Hours**

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions- Consumer Behaviour and Social marketing - Consumer Behaviour and Governmental Decision Making - Consumer Behaviour and Demarketing - Consumer Behaviour and consumer education - 7 O's Framework for Consumer Behavior - Types of consumer behavior: habitual buying behavior, variety-seeking behavior, dissonance-reducing buying behavior, complex buying behavior.

### **UNIT II: CONSUMER BEHAVIOR MODELS**

**9 Hours**

Organisational Buying behavior: Features, Types of organizational consumers, Roles of buying centres – Buying Situations: Straight rebuy, Modified Rebuy, New buy – Classification of Industrial goods - Traditional Models: Economic, learning, psycho Analytical and Sociological Model – Contemporary Models: Black Box - Nicosia, Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

### **UNIT III: INTERNAL INFLUENCES AND EXTERNAL INFLUENCES**      **9 Hours**

Attitude: Characteristics of attitude, Functions of attitude, sources of attitude Development- Motivation: Nature and role of Motives, Utilitarian and Hedonic Expressions of Motives, Motive hierarchy: Maslow's Hierarchy, Hierarchy Dynamics – Achievement, Reality

orientation, group Influences- Learning: Elements of Learning, Impact of Reinforcement in Consumer Behaviour – Perception: Selective attention, Retention and distortion – Self-image and consumer Behaviour – Values Attitude Lifestyle Framework - Cultural factors: Culture, Sub-culture, social class – Social Factors: Family , Reference groups, Role and status – Situational Influences : Market offerings , Demographics.

#### **UNIT IV: STRATEGIC MARKETING AND CONSUMER RESEARCH 9 Hours**

Market segmentation: bases, effective targeting and strategic implementation- Positioning Strategies: points of parity and points of differences, Tag lines, Brand Mantra -Consumer research: Quantitative and qualitative methods of research, process, methods and tools – Perceptual Mapping.

#### **UNIT V: PURCHASE DECISION PROCESS 9 Hours**

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues.

#### **RECOMMENDED TEXT BOOKS:**

1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education,India, 2002.
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill,Indian Edition, 7th Edition 2005.

#### **REFERENCE BOOKS:**

1. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition.
2. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
3. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd.,2003.
4. Abbael, Consumer behavior: A strategic approach (Indian edition 2005) Wiley 2012.
5. Hed, Hoyer. Consumer behavior, 2008 edition Wiley 2012.
6. Das Gupta. Consumer behavior, 2008 edition, Wiley 2012.
7. Shri Prakash. Theory of Consumer behavior, I edition, Vikas 2012.
8. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.

#### **E-LEARNING RESOURCES:**

1. <https://www.youtube.com/watch?v=yv2cp1fmSt0>
2. <https://myscp.onlinelibrary.wiley.com/doi/abs/10.1002/arcp.1045>
3. <https://ro.uow.edu.au/gsbpapers/464/>



## GUIDELINES TO THE QUESTION PAPER SETTERS

### QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

#### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Identify the important factors influencing in consumer behaviour.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Establish the relevance of consumer behaviour theories and concepts to marketing decisions.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Recognise Internal and external Influences on consumer behavior.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Demonstrate how knowledge of consumer behaviour be applied to marketing.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Understand the implication of the buying decision process.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: RETAIL MARKETING</b>	<b>COURSE CODE: 19PMBA3M2</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To understand the concepts of effective retailing

**COURSE OUTCOME:**

1. Describe the challenges and opportunities in Retail.
2. Recognize different retail formats.
3. Understand location decision, atmospherics pricing and category management.
4. Know challenges in visual merchandise and online retailing
5. Identify shopper behavior

**UNIT I: INTRODUCTION**

**9 Hours**

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio Economic and technological Influences on retail management – Government of India policy Implications on retails.

**UNIT II: RETAIL FORMATS**

**9 Hours**

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

**UNIT III: RETAILING DECISIONS**

**9 Hours**

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.

**UNIT IV:RETAIL SHOP MANAGEMENT AND VISUAL MERCHANDISING**

**9 Hours**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail store brands – Retail advertising and promotions – Mannequins - Retail Management Information Systems - Online retail – Emerging trends.

**UNIT V: RETAIL SHOPPER BEHAVIOUR**

**9 Hours**

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process- Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

### RECOMMENDED TEXT BOOKS:

1. Michael Levy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.

### REFERENCE BOOKS:

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
5. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008
6. Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.

### E-LEARNING RESOURCES:

1. [https://www.researchgate.net/profile/Rituparna-Basu/publication/290027788\\_A\\_Review\\_of\\_Contemporary\\_Retail\\_Formats\\_in\\_Emerging\\_India/links/5f0bf06192851c52d62f917b/A-Review-of-Contemporary-Retail-Formats-in-Emerging-India.pdf](https://www.researchgate.net/profile/Rituparna-Basu/publication/290027788_A_Review_of_Contemporary_Retail_Formats_in_Emerging_India/links/5f0bf06192851c52d62f917b/A-Review-of-Contemporary-Retail-Formats-in-Emerging-India.pdf)
2. <https://www.youtube.com/watch?v=Ktoon-r7JAw>
3. [https://cberuk.com/cdn/conference\\_proceedings/2015iciee\\_india11.pdf](https://cberuk.com/cdn/conference_proceedings/2015iciee_india11.pdf)

### GUIDELINES TO THE QUESTION PAPER SETTERS

#### QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	<b>1-12</b>	<b>3</b>	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	<b>13-19</b>	<b>6</b>	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	<b>20-25</b>	<b>10</b>	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	

V	2		1		1	
TOTAL						
SECTION A - 12			SECTION B - 7		SECTION C - 6	

PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Describe the challenges and opportunities in Retail.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Recognize different retail formats.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Understand location decision, atmospherics pricing and category management.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Know challenges in visual merchandise and online retailing	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Identify shopper behavior	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: SERVICES MARKETING</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To understand the meaning of services and the significance of marketing the services.

**COURSE OUTCOME:**

1. Demonstrate and explain how the characteristics of service products differ from tangible goods.
2. Design and execution of marketing strategies for services by applying 7Ps of services marketing mix
3. Develop strategies for services in terms of product, pricing and people
4. Understand the service delivery, promotion and process
5. Design service quality measurements to build customer loyalty and understand different zones of services

**UNIT I: INTRODUCTION**

**9 Hours**

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services –Classification of Services - Challenges and issues in Services Marketing- Expanded marketing mix

**UNIT II: SERVICE MARKETING STRATEGIES**

**9 Hours**

Assessing service market potential - Service market segmentation, targeting and positioning – Service Purchase Process – Managing Demand & Supply: Strategies for Shifting Demand to Match Capacity, Strategies for Flexing Capacity to Match Demand – Waiting Line Strategies – Physical Evidence:

**UNIT III: SERVICE PRODUCT, PRICING & PEOPLE**

**9 Hours**

Product-Service Continuum - Service Life Cycle – New service development – Service Blue Printing – Pricing of Services: Role of Non- Monetary Cost - Cost Based Pricing-Competition Based Pricing-Demand Based Pricing – Service Pricing Strategies for 4 customer definition of value. The People: The Services Marketing Triangle – The Service Profit Chain – Source of Conflict for Boundary Spanning Role – Human Resource Strategies – Internal Marketing– Customers Role in Service Delivery – Strategies for enhancing customer participation.

#### **UNIT IV: SERVICE DELIVERY, PROMOTION & PROCESS**

**9 Hours**

Service Process: Types based on complexity and divergence – Service Process Matrix – Marketing Communication Mix for Services – Strategies for effective communication: strategies to match service promises with delivery- strategies to match service promises with delivery – Service Channel - Types of Channel : Direct, Franchising, Agents & Brokers, Electronic Channel - Common Issues Involving Intermediaries- Strategies For Effective Service Delivery Through Intermediaries

#### **UNIT V: SERVICE QUALITY & SERVICE STRATEGIES**

**9 Hours**

Service Quality Dimension : SERVQUAL, Gaps Model of Service Quality – Strategies for closing Customer Gap and Provider Gaps - Service Marketing Strategies for health – Tourism – Financial – Educational –Information technology Services

**Total:45 Hours**

#### **RECOMMENDED TEXT BOOKS:**

1. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

#### **REFERENCE BOOKS:**

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
2. Halen Woodroffe, Services Marketing, McMillan, 2003.

#### **E-LEARNING RESOURCES:**

1. [https://www.youtube.com/watch?v=wpv0dkO7PmE&list=PL0tqvqMhRkVUQS0XIE\\_-G1Bgh5kQdGfHB](https://www.youtube.com/watch?v=wpv0dkO7PmE&list=PL0tqvqMhRkVUQS0XIE_-G1Bgh5kQdGfHB)
2. [https://books.google.co.in/books?hl=en&lr=&id=sIJaWp8CVAMC&oi=fnd&pg=PR29&dq=services+marketing+in+india&ots=pvwRF8oXyb&sig=n0v1UNKz6S9uNHd9IVf21BoTbTo&redir\\_esc=y#v=onepage&q=services%20marketing%20in%20india&f=false](https://books.google.co.in/books?hl=en&lr=&id=sIJaWp8CVAMC&oi=fnd&pg=PR29&dq=services+marketing+in+india&ots=pvwRF8oXyb&sig=n0v1UNKz6S9uNHd9IVf21BoTbTo&redir_esc=y#v=onepage&q=services%20marketing%20in%20india&f=false)
3. [https://www.researchgate.net/profile/Odai-Alghaswyneh/publication/304461403\\_SERVQUAL\\_and\\_SERVPERF\\_A\\_Review\\_of\\_Measures\\_in\\_Services\\_Marketing\\_Research/links/6174f6763c987366c3d9d10d/SE](https://www.researchgate.net/profile/Odai-Alghaswyneh/publication/304461403_SERVQUAL_and_SERVPERF_A_Review_of_Measures_in_Services_Marketing_Research/links/6174f6763c987366c3d9d10d/SE)

## GUIDELINES TO THE QUESTION PAPER SETTERS

### QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBEL M
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3



### PSO-CO- Question Paper Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Demonstrate and explain how the characteristics of service products differ from tangible goods.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Design marketing strategies for services by applying 7Ps of services marketing mix	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Develop strategies for services in terms of product, pricing and people	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Understand the service delivery, promotion and process	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Design service quality measurements to build customer loyalty and understand different zones of services.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: BRAND MANAGEMENT</b>	<b>COURSE CODE: 19PMBA3M4</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To understand the methods of managing brands and strategies for brand management.

**COURSE OUTCOME:**

1. Understand the basics of Branding, its functions and types
2. Evaluate the brand strategies and its positioning
3. Demonstrate the brand communication and its promotions
4. Explain the brand adoption practices
5. Review and measure the brand performance and equity management

**UNIT I: INTRODUCTION**

**9 Hours**

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand -Significance of Brands – Different Types of Brands – Co branding – Store brands.

**UNIT II: BRAND STRATEGIES**

**9 Hours**

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competingwith foreign brands.

**UNIT III: BRAND COMMUNICATIONS**

**9 Hours**

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role ofBrand ambassadors, celebrities – On line Brand Promotions.

**UNIT IV: BRAND EXTENSION**

**9 Hours**

Brand Adoption Practices – Different type of brand extension – Factors influencing Decisionfor extension – Re-branding and re-launching.

**UNIT V: BRAND PERFORMANCE**

**9 Hours**

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

**RECOMMENDED TEXT BOOKS:**

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3<sup>rd</sup> Edition, 2007.
2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

**REFERENCE BOOKS:**

1. Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
2. Paul Tmepoal, Branding in Asia, John Willy, 2000.
3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
4. Jagdeep Kapoor, Brandex, Biztranza, India, 2005
5. Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).

**E-LEARNING RESOURCES:**

1. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2536246](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2536246)
2. <https://www.youtube.com/watch?v=cj6TJfLYVI>
3. [https://www.mmaglobal.org/files/ugd/3968ca\\_4fe2a1bb76ab4e44ac3777d31bc88ab3.pdf#page=36](https://www.mmaglobal.org/files/ugd/3968ca_4fe2a1bb76ab4e44ac3777d31bc88ab3.pdf#page=36)

**GUIDELINES TO THE QUESTION PAPER SETTERS**  
**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLE M	THEOR Y	PROBLE M	THEOR Y	PROBEL M
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Understand the basics of Branding, its functions and types	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Evaluate the brand strategies and its positioning	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Demonstrate the brand communication and its promotions	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Explain the brand adoption practices	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Review and measure the brand performance and equity management	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: ADVERTISING MANAGEMENT AND SALES PROMOTION</b>	<b>COURSE CODE: 19PMBA3M5</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- This course introduces students to the basic concepts of advertising and sales promotion and how business organisations and other institutions carry out such activities.

**COURSE OUTCOME:**

1. Explain the basics of advertising
2. Examine the selection, planning and scheduling of mass media advertising
3. Implement the programme coordination and control of Advertising agencies
4. Deliberate the various channels of promotion
5. Evaluate the effectiveness of control measures and knowing the ethics, economics and social relevance of advertising

**UNIT I : INTRODUCTION TO ADVERTISING**

**9 Hours**

Advertising: Advertising, objectives, task and process, market segmentation and target audience - Message and copy development.

**UNIT II : PLANNING AND SCHEDULING**

**9 Hours**

Planning and Scheduling – Web Advertising – Integrated Media: Mass Media - Selection, programme and budget planning.

**UNIT III : IMPLEMENTATION**

**9 Hours**

Implementation: Implementing the programme coordination and control – Advertising agencies –Organization and operation.

**UNIT IV : SALES PROMOTION**

**9 Hours**

Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.

**UNIT V : CONTROL**

**9 Hours**

Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.

### RECOMMENDED TEXT BOOKS:

1. Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7th Edition, Tata McGraw-Hill Education, 2009.
2. Bhatia, T.K., Advertising and Marketing in Rural India, 2nd Edition, Macmillan India Ltd., 2007.

### REFERENCE BOOKS:

1. Hackley, C., Advertising and Promotion: An integrated communications approach, 2nd Edition, Sage Publications, 2010.
2. Jefkins, F., Advertising, 4th Edition, Pearson, 2002.
3. Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.
4. Mullins, R., Sales Promotions: How to create, implement and integrate campaigns that really work, 5th Edition, Kogan Page, 2011.
5. Ogilvy, D., Ogilvy on Advertising, Research Press, 2007.
6. Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management, 4th Edition, Oxford University Press, 2012.
7. Pricken, M., Creative Advertising: Ideas and Techniques from the World's Best Campaigns, 2nd Edition, Thomas and Hudson, 2008.
8. Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8th Edition, Cengage Learning India, 2012.

### E-LEARNING RESOURCES:

1. <https://www.tandfonline.com/doi/abs/10.1080/01296612.2004.11726750>
2. <https://www.tandfonline.com/doi/abs/10.1080/02650487.2015.1021898>
3. <https://www.youtube.com/watch?v=icwWpAHReWg>

### GUIDELINES TO THE QUESTION PAPER SETTERS

#### QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
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C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

#### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

#### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Explain the basics of advertising	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Examine the selection, planning and scheduling of mass media advertising	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Implement the programme coordination and control of Advertising agencies	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Deliberate the various channels of promotion	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Evaluate the effectiveness of control measures and knowing the ethics, economics and social relevance of advertising	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: SALES AND DISTRIBUTION MANAGEMENT</b>	<b>COURSE CODE: 19PMBA3M6</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To study the scope of Sales and distribution management mainly for lead generation and retention activities in both business to business and business to consumer environments, learn the basics of Sales and distribution management.

**COURSE OUTCOME:**

1. Highlight the Framework of The Field Sales Force
2. summarize the sales performance standards and its types
3. Estimate the methods and procedures of sales forecast
4. Understand the responsibilities and selection of sales force
5. Demonstrate the role and functions of sales distribution

**UNIT I ORGANIZATION FRAMEWORK OF THE FIELD SALES FORCE:9 Hours**

Types of Field Sales Organisations – Career in Field Sales Management. Field Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force.

**UNIT II INFORMATION AND PLANNING:**

**9 Hours**

Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards – Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Check On Training and Staffing Programmes.

**UNIT III SALES FORECASTING**

**9 Hours**

Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.



**UNIT IV STAFFING****9 Hours**

Staffing – Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behaviour. Sales Audit and Analysis – Control of Sales Efforts and Costs.

**UNIT V DISTRIBUTION:****9 Hours**

Role of Distribution in the Marketing Mix Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport - Organisation, Machines, Procedures

And Documentation. Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution. Dealer Functions at Wholesale and Retail Level – Strategic Plan of Network – Location, Selection – Appointment and Termination of Dealers – Morale and Motivation.

**RECOMMENDED TEXT BOOKS:**

1. Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition, Tata McGraw-Hill Education, 2011.
2. Kapoor, S. and Kansal, P., Basics of Distribution Management: A Logical Approach, PHI Learning, 2009.

**REFERENCE BOOKS:**

1. Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10th Edition, Wiley India Pvt. Ltd., 2011.
2. Ingram, T., Sales Management: Analysis and Decision Making, 6th Edition, South-Western, 2007.
3. Mallik, P.K., Sales Management, Oxford University Press, 2011.

**E-LEARNING RESOURCES:**

1. <https://www.youtube.com/watch?v=BaDGqm4rEzY>
2. <https://www.sciencedirect.com/science/article/abs/pii/S000768130700002X>
3. <https://www.sciencedirect.com/science/article/abs/pii/S0272696312000150>

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

#### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

#### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Highlight the Framework of The Field Sales Force	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Summarize the sales performance standards and its types	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Estimate the methods and procedures of sales forecast	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Understand the responsibilities and selection of sales force	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Demonstrate the role and functions of sales distribution	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: SUPPLY CHAIN FINANCE AND RISK MANAGEMENT</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- This course will help to understand the application and implementation of supply chain finance

**COURSE OUTCOME:**

1. Strengthen the understanding in the mechanics of supply chain finance.
2. Acquire through knowledge on trade cycle and its consequences.
3. Empower to implement supply chain finance techniques to manage risks.
4. Understand the role of insurance in risk management.
5. Attain knowledge on various sources of finance and data to meet the demand.

**UNIT I: INTRODUCTION**

**9 Hours**

Supply chain finance environment: The mechanics of Supply Chain Finance- Supplier- Buyer- Financial institutions- Advantages of going for supply chain finance -Parties who benefit from SCF- Role of traditional trade finance products - Banks vs. Fintech

**UNIT II: TRADE CYCLE**

**9 Hours**

Trade Cycle: Meaning of Trade Cycle - Features of a Trade Cycle- Phases of a Trade Cycle Theories of Trade Cycle: Non-Monetary Theories of Trade Cycle- Sunspot Theory or Climatic Theory- Psychological Theory- Overinvestment Theory -Over-Saving or Under Consumption Theory- Keynes' Theory of Trade Cycles -. Schumpeter's Innovation Theory: Monetary Theories of Trade Cycles - Over-Investment Theory: - Hawtrey's Monetary Theory: Key components of trade cycle analysis

**UNIT III: IMPLEMENTATION OF SUPPLY CHAIN FINANCE**

**9 Hours**

Application and implementation of supply chain finance techniques:Legal, technological, cost and risk implications – Paying Agency Agreement- Master Accounts Receivables Purchase Agreement

**UNIT IV: RISK MANAGEMENT**

**9 Hours**Credit

Risk in Supply Chain Finance – Role of Insurance in Risk management – Possible Mitigants-

Political insurance- Transport Insurance- Hedging Instruments – General Risks: Political risk affecting payments –Transportation risks-Price Risk

**UNIT V: BUSINESS DEMAND FOR FINANCING**

**9 Hours**

Business Demand for Financing. Source and Cost of Finance- Increasing Use of Open Account Trade Financing - Warehouse Receipt Financing - Types of Data – Corporate data – End-Customer Data-Human Resources data-Merchant Data-Technical Data.

**RECOMMENDED TEXT BOOKS:**

1. Templar, S., Hofmann, E., & Findlay, C. (2020). Financing the end-to-end supply chain: A reference guide to supply chain finance. Kogan Page Publishers.
2. Hofmann, E. (2011). Supply chain finance solutions. Springer.

**REFERENCE BOOKS:**

1. Song, H., & Song. (2021). Smart supply chain finance. Palgrave Macmillan.
2. Bryant, C., & Camerinelli, E. (2013). Supply chain finance. EBA (Euro Banking Association).

**E-LEARNING RESOURCES:**

1. <https://www.youtube.com/watch?v=kTGqLtcDsp8>
2. <https://www.youtube.com/watch?v=DsSzQfejwMk>
3. <https://www.mckinsey.com/capabilities/operations/our-insights/a-practical-approach-to-supply-chain-risk-management>
4. <https://spendmatters.com/tfmatters/using-supply-chain-finance-risk-management-tool>

**GUIDELINES TO THE QUESTION PAPER SETTERS**

**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

#### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

#### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Strengthen the understanding in the mechanics of supply chain finance.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Acquire through knowledge on trade cycle and its consequences	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Empower to implement supply chain finance techniques to manage risks	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Understand the role of insurance in risk management	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Attain knowledge on various sources of finance and data to meet the demand.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: BUSINESS FORECASTING AND DATA ANALYTICS</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To learn about the role of technology in inventory and warehouse management.

**COURSE OUTCOME:**

1. Have deep insight on methods of controlling inventory.
2. Understand the importance of Enterprise Resource Planning in an organization.
3. Equip with various methods of forecasting in business
4. Acquire an in-depth knowledge on the different data analysis models
5. Apply data mining for interpretation and evaluation.

**UNIT I: INVENTORY MANAGEMENT**

**9 Hours**

Material Requirement Planning (MRP) and Control, Inventory, Inventory Control, EOQ, Purchase Inventory models – P System & Q System. Network Techniques – PERT, CPM (With time – Cost Trade – Off)

**UNIT II: ENTERPRISE RESOURCE PLANNING**

**9 Hours**

ERP: Major reasons why companies undertake ERP, ERP implementation- methodology, Challenges in ERP implementation, Gap Analysis, Test Run, Parallel Run, Hidden Costs of ERP

**UNIT III: FORECASTING**

**9 Hours**

Forecasting methods: Bottom-up Method: Top-down Method Historical Method: Deductive Method Joint Opinion Method Scientific Business Forecasting: Statistical tools for forecasting : Business Index or Barometer, Extrapolation or Mathematical Projection, Regression, Econometric Model, Trends, seasonality, business cycles

**UNIT IV: DECISION SUPPORT SYSTEM**

**9 Hours**

Data – knowledge- decision support system – predictive analytics process – Define project- data collection – Data Analysis-Statistics-Modeling – deployment-model monitoring

**UNIT V: DATA MINING****9 Hours**

Data Mining: Meaning- Uses- Difference between Data Mining and Data Warehouse – Stages of Data Mining Process-Data Pre-processing-Creating a data Model-Testing the model- Interpretation and Evaluation – data Mining Application

**RECOMMENDED TEXT BOOKS**

1. Gilliland, M., Tashman, L., & Sglavo, U. (2015). Business forecasting: Practical problems and solutions. John Wiley & Sons.
2. Laudon, K. C., & Laudon, J. P. (2004). Management information systems: Managing the digital firm. Pearson Educación.

**REFERENCE BOOKS:**

1. Bonczek, R. H., Holsapple, C. W., & Whinston, A. B. (2014). Foundations of decision support systems. Academic Press.
2. Bui, T. X. (2000). Decision support systems for sustainable development: An overview. Decision support systems for sustainable development: a resource book of methods and applications

**E-LEARNING RESOURCES:**

1. <https://www.sapanalytics.cloud/resources-predictive-forecasting/>
2. <https://www.tibco.com/blog/2014/08/21/4-tips-for-maximizing-analytics-for-business-forecasting/>

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	<b>1-12</b>	<b>3</b>	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	<b>13-19</b>	<b>6</b>	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	<b>20-25</b>	<b>10</b>	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEOR Y	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
<b>TOTAL</b>						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Have deep insight on methods of controlling inventory.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Understand the importance of Enterprise Resource Planning in an organization.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Equip with various methods of forecasting in business	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Acquire an in-depth knowledge on the different data analysis models	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Apply data mining for interpretation and evaluation	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**



<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: LOGISTICS AND TRANSPORT MANAGEMENT</b>	<b>COURSE CODE: : 20PMBA3S3</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To gain in depth knowledge on logistics and transport management

**COURSE OUTCOME:**

On completion of the course, the students will be able to

1. Understand the systems approach to manage logistics organisation
2. Plan effectively all the support facilities in logistics management
3. Explore the recent trends in modern transport to manage cost.
4. Control and evaluate distribution by understanding its stages and process.
5. Develop deeper knowledge of principles and functions of transport.

**UNIT I: SYSTEM APPROACH**

**9 Hours**

Logistics Management - system approach – Integrated logistics management - Defining a Supportable Design - The Evolving System Requirement - Creating the Design Solution - Reliability, Maintainability, Testability - System Safety and Human Factors Engineering - Logistics Organization

**UNIT II: LOGISTICS MANAGEMENT**

**9 Hours**

Logistics Management Plans - Logistics Support Information - Manpower and Personnel - Training and Training Equipment - Support Equipment - Provisioning and Supply Support Facilities - Packaging, Handling, Storage, and Transportability - Logistics Management Contracts – Resource Planning

**UNIT III: TRANSPORTATION MANAGEMENT**

**9 Hours**

Transportation management: Legal types - Modes of transportation – Transport mode selection – methods – transport costs – rate profiles – transport regulations – intra and interstate transport of goods. Transport Industry in India - International Transport – Railways, Road transport, Ports – Transport Security - Trends in Modern Transport

**UNIT IV: DISTRIBUTION CONTROL**

**9 Hours**

Distribution control & Evaluation: Distribution control – stages of control process – standards & goals – performance report - measurement – monitoring – corrective action. Organization for Distribution: Distribution Organization structure – Private & Public organizations - conflict

resolution – rising costs& need for control – complexities of physical distribution. Transport organization: Functions –structure – hierarchy – Transport & Logistics organizations

**UNIT V: TRANSPORTATION FUNCTIONALITY AND PRINCIPLES      9 Hours**

Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice.

**RECOMMENDED TEXT BOOKS:**

1. Bierwirth, C., Kirschstein, T., & Sackmann, D. (2019). Logistics Management. Cham: Springer International Publishing (Lecture Notes in Logistics).
2. Mangan, J., & Lalwani, C. (2016). Global logistics and supply chain management. John Wiley & Sons.

**REFERENCE BOOKS:**

1. Bowersox, D. J., Closs, D. J., Cooper, M. B., & Bowersox, J. C. (2020). Supply chain logistics management. McGraw-hill.
2. Tien, N. H., Anh, D. B. H., & Thuc, T. D. (2019). Global supply chain and logistics management.

**E-LEARNING RESOURCES:**

1. <https://cerasis.com/transportation-and-logistics-management/>
2. <https://www.referenceforbusiness.com/management/Log-Mar/Logistics-and-Transportation.html>

**GUIDELINES TO THE QUESTION PAPER SETTERS  
QUESTION PAPER PATTERN**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
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IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

#### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

#### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Understand the systems approach to manage logistics organisation	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Plan effectively all the support facilities in logistics management	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Explore the recent trends in modern transport to manage cost.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Control and evaluate distribution by understanding its stages and process.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Develop deeper knowledge of principles and functions of transport.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: SUPPLY CHAIN MANAGEMENT</b>	<b>COURSE CODE: 20PMBA3S4</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To make the students understand the fundamentals of supply chain management and its relevance in business environment.

**COURSE OUTCOME:**

1. Understand fundamental supply chain management concepts.
2. Apply knowledge to evaluate and plan an effective supply chain.
3. Analyse the tactical and operational decisions in supply chain
4. Manage the supply chain networks for distribution.
5. Integrate supply chain with other Supply Chain Information

**UNIT I: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT 9 Hours**

Supply chain – Definition – fundamentals – evolution – need for SCM – importance – supply chain stages – Decision phases – Process views of supply chain - Enablers/Drivers of supply chain performance – Supply chain performance measures – competitive advantage.

**UNIT II: STRATEGIC SOURCING**

**9 Hours**

Supply chain planning – Procurement methods – EOQ -JIT – e-procurement - Strategic sourcing - components of sourcing decisions – Make Vs Buy – Market Vs Hierarchy – Sourcing strategy - Portfolio approach – Impact of internet on sourcing strategies – Supplier evaluation – Lean management.

**UNIT III: TACTICAL AND OPERATIONAL DECISIONS 9 Hours**

Transportation and freight management - Transportation Selection – Tradeoff – modes of transportation – models for transportation and distribution – factors affecting network effectiveness – 3 PL and 4 PL – Inventory Management - Managing supply chain cycle inventory - Analyzing impact of supply chain redesign on the inventory –multiple location inventory management.

**UNIT IV: SUPPLY CHAIN NETWORKS**

**9 Hours**

Distribution Network Design – Role - Factors Influencing supply chain network – customer service components - Minimization of materials handling equipment and storage – Minimizing lead time - Models for Facility Location and Capacity allocation.

**UNIT V: CURRENT TRENDS**

**9 Hours**

Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting- IT in Supply Chain - Agile Supply Chains - Reverse Supply chain Agro Supply Chains.

**RECOMMENDED TEXT BOOKS:**

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, Sixth edition, 2015.
3. Hugos, M., Essentials of Supply Chain Management, 3rd Edition, John Wiley and Sons,2011.
4. Sople, V.V., Supply Chain Management: Text and Cases, Pearson, 2011.

**REFERENCE BOOKS:**

1. Mohanty R.P, S.G Deshmuki, Supply Chain Management, Biztantra, New Delhi.
2. Sinha, A. and Kotzab, H., Supply Chain Management: A Managerial Approach, Tata McGraw Hill Education, 2011.
3. D.K.Agrawal, Textbook of Logistics and Supply Chain Management, Macmillan, 2003.

**E-LEARNING RESOURCES:**

1. <https://searcherp.techtarget.com/definition/supply-chain-management-SCM>
2. <https://www.ibm.com/topics/supply-chain-management>

**GUIDELINES TO THE QUESTION PAPER SETTERS  
QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Understand fundamental supply chain management concepts	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Apply knowledge to evaluate and plan an effective supply chain	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Analyse the tactical and operational decisions in supply chain	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Manage the supply chain networks for distribution	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Integrate supply chain with other Supply Chain Information	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

## DIGITAL MANAGEMENT AND BUSINESS ANALYTICS ELECTIVES

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: E-COMMERCE</b>	<b>COURSE CODE: 20PMBA3D2</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE:**

- To familiarise students on e-commerce and make the students acquire in-depth knowledge on e-commerce models and its future trends.

### **COURSE OUTCOME:**

1. Equip with fundamentals of e-commerce to explore opportunities in India
2. Analyse the e-business models to manage e-commerce
3. Describe the various electronic payments and its risk
4. Analyse the confluence of e- marketing to increase online sales
5. Broaden the knowledge in software agents to predict future trends.

### **UNIT I: INTRODUCTION TO E-COMMERCE**

**9 Hours**

An Overview - Electronic Commerce – Cutting edge - Electronic Commerce Framework - Evolution of e-commerce - Roadmap of e-commerce in India - Advantages and Disadvantage of e-commerce.

### **UNIT II: E-COMMERCE PROCESS MODELS**

**9 Hours**

Introduction to Business Models - e-business Models Based on the Relationship of Transaction Parties - e-commerce Sales Life Cycle (ESLC) Model - Managing the e-Enterprise: Introduction to e-Enterprise - Managing - Comparison between Conventional Design and e-organisation.

### **UNIT III: ELECTRONIC PAYMENT SYSTEMS**

**9 Hours**

Electronic Payment Systems - Electronic Cash - Smart Cards and Electronic Payment Systems - Credit Card Based Electronic Payment Systems - Risks and Electronic Payment Systems.

### **UNIT IV: E-MARKETING**

**9 Hours**

The scope of e-Marketing - Internet Marketing Techniques - Consumer Market - One-to-One Marketing - Consumer Demographics - Maintaining Loyalty - Gaining Acceptance - Online Catalogue - the Pilot Catalogue - A Unique Search Engine.

**UNIT V: FUTURE TRENDS IN E-COMMERCE****9 Hours**

Future Directions: Software Agents – Technology Behind Software Agents – Types of Software Agents – Characteristics and Properties of Software Agents – Framework for Software Agent- based e-commerce.

**RECOMMENDED TEXT BOOKS:**

1. Efraim Turban et al., 'Electronic Commerce – A managerial perspective', Pearson Education Asia, 2008.
2. Kalakota et al, 'Frontiers of Electronic Commerce', Addison Wesley, 2000.
3. Amir Manzoor, 'E-Commerce: An Introduction' Lambert Academic Publishing, 2010.

**REFERENCE BOOKS:**

1. Sandeep Krishnamurthy, 'E-Commerce Management – Text and Cases', Thomson Learning, 2002.
2. Greenstein Firsman, 'Electronic Commerce', Tata McGraw Hill, 2001.
3. Nabil Adam et al, 'Electronic Commerce – Technical, Business and Legal Issues'. Prentice Hall, 2003.

**E-LEARNING RESOURCES:**

1. <https://www.toppr.com/guides/business-environment/emerging-trends-in-business/electronic-commerce/>
2. <https://searchcio.techtarget.com/definition/e-commerce>

**GUIDELINES TO THE QUESTION PAPER SETTERS**  
**QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	



## PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

## PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Equip with fundamentals of e-commerce to explore opportunities in India	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Analyse the e-business models to manage e-commerce	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Describe the various electronic payments and its risk	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Analyse the confluence of e- marketing to increase online sales	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Broaden the knowledge in software agents to predict future trends	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: SOCIAL MEDIA MARKETING</b>	<b>COURSE CODE: 20PMBA3D4</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- The students will get introduced to social media marketing, social media planning, socialmedia strategies to achieve desired marketing goals.

**COURSE OUTCOME:**

1. Gain broader knowledge on the elements of social media marketing
2. Identify the target audiences and learn the online customer behaviour
3. Effectively make use of various social media platforms
4. Enable students to create content for social media marketing
5. Manage social media marketing through social media marketing tools

**UNIT I: INTRODUCTION TO SOCIAL MEDIA MARKETING**

**9 Hours**

What is Social Media? – Social Media and Marketing-The Elements of Social Media- Social Media Impact on the Purchase Funnel- The Role and Importance of SMM - Goals and Strategies.

**UNIT II: SOCIAL MEDIA ENGAGEMENT**

**9 Hours**

Identifying Target Audiences: Identification of ideal customers, determining the audience size, surveying the customers, research online behavior. Social Media Engagement Process- Rules of Engagement for Social Media Marketing

**UNIT III: SOCIAL MEDIA PLATFORMS-PART 1**

**9 Hours**

Social Media Platforms- Social Networking Sites: Personal Social Networks, Professional Social Networks- Micro blogging- Content Creation and Sharing Blogging, streaming video, podcasts, and webinars.

**UNIT IV: SOCIAL MEDIA PLATFORMS-PART 2**

**9 Hours**

Video Marketing- Marketing on Photo Sharing Sites. Social bookmarking and news aggregation, collaboration. Content Marketing: Publishing Articles, White Papers, and E-books-Mobile Marketing on Social Networks.

**UNIT V: SOCIAL MEDIA MARKETING PLAN**

**9 Hours**

Social Media Monitoring-Tools for Managing the SMM Effort- Social Media Marketing Plan - Laws of Networking: Sarnoff's laws, Metcalfe's laws, Reed's law.

### RECOMMENDED TEXT BOOKS:

1. Melissa Barker, Donald I. Barker, Nicholas F. Bormann, Debra Zahay Social Media Marketing: A Strategic Approach, 2nd Edition
2. Dave Evans -Social Media Marketing: An Hour a Day, Wiley Publishing Inc

### REFERENCE BOOKS:

1. David Meerman Scott -The New Rules of Marketing and PR: How to Use News Releases, Blogs, Podcasting, Viral Marketing and Online Media to Reach Buyers Directly.
2. Brian Halligan, Dharmesh Shah -Inbound Marketing: Get Found Using Google, Social Media, and Blogs 1st Edition.

### E-LEARNING RESOURCES:

1. <https://sproutsocial.com/insights/social-media-marketing-strategy/>
2. <https://www.lyfemarketing.com/blog/marketing-through-social-media/>

### GUIDELINES TO THE QUESTION PAPER SETTERS

#### QUESTION PAPER PATTERN

Section	Question Component	Numbers	Marks	Total
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	10	40
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

## PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

## PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Gain broader knowledge on the elements of social media marketing	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Identify the target audiences and learn the online customer behaviour	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Effectively make use of various social media platforms	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Enable students to create content for social media marketing	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Manage social media marketing through social media marketing tools	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: DIGITAL MARKETING</b>	<b>COURSE CODE: 20PMBA3D1</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To familiarise the students with the scope of online platforms in marketing the business.

**COURSE OUTCOME:**

1. Deepen the understanding of online opportunities to plan for online business strategy.
2. Transforming SEM expert by learning many facets of SEO including management of keywords.
3. Targeting the right audience through social media channels by developing effective content.
4. Acquire extensive knowledge in online advertising for e-marketing.
5. Leveraging business expansion globally through online using web analytics

**UNIT I: TAKING THE BUSINESS ONLINE**

**9 Hours**

Online Opportunities- Understanding the digital channels- Building the web presence- Planning the online business strategy.

**UNIT II: SEARCH ENGINE MARKETING**

**9 Hours**

Search Engine Basics- Working of Search Engine- Organic Search- Paid Search-Marketing to the locals-Local directories- SEM auctions-Search Engine Optimization-Search ads- Search Campaigns.

**UNIT III: SOCIAL MEDIA MARKETING**

**9 Hours**

Social Media Plan, Strategy- Selecting the right social media-Developing the right social content-Mobile apps and Mobile sites- Content Marketing.

**UNIT IV: REACHING CUSTOMERS WITH ADVERTISING**

**9 Hours**

E-mail Marketing- Display advertisements and search engine advertising- retargeting- video advertising

**UNIT V: ANALYTICS AND ONLINE SELLING****9 Hours**

Web analytics- Organic Search Analytics- turning data into insights with analytics- Building the business online- Expand the business globally through online.

**RECOMMENDED TEXT BOOKS:**

1. Kingsnorth, S. (2022). Digital marketing strategy: an integrated approach to online marketing. Kogan Page Publishers.
2. Desai, V., & Vidyapeeth, B. (2019). Digital marketing: A review. International Journal of Trend in Scientific Research and Development,

**REFERENCE BOOKS:**

1. Kundu, S. (2021). Digital Marketing Trends and Prospects: Develop an effective Digital Marketing strategy with SEO, SEM, PPC, Digital Display Ads & Email Marketing techniques.(English Edition). BPB Publications.
2. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing. Pearson uk..

**E-LEARNING RESOURCES:**

1. <http://www.mindtools.com/pages/article/henri-fayol.htm>
2. [http://faculty.mercer.edu/jackson\\_r/Ownership/chap02.pdf](http://faculty.mercer.edu/jackson_r/Ownership/chap02.pdf)
3. <http://global.kyocera.com/inamori/management/twelve.html>

**GUIDELINES TO THE QUESTION PAPER SETTERS  
QUESTION PAPER PATTERN**

Section	Question Component	Numbers	Marks	Total
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Deepen the understanding of online opportunities to plan for online business strategy	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Transforming SEM expert by learning many facets of SEO including management of keywords	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Targeting the right audience through social media channels by developing effective content	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Acquire extensive knowledge in online advertising for e-marketing	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Leveraging business expansion globally through online using web analytics	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: EMERGING TECHNOLOGIES FOR BUSINESS</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To familiarize the students with the latest technological tools that give an impetus to business

**COURSE OUTCOME:**

1. Recognize the business intelligence tools and critically apply the concepts and methods of business analytics
2. Demonstrate fundamentals of artificial intelligence (AI) and its future in organisations.
3. Instrument various machine learning methods in a range of real business applications.
4. Explore the interconnection and integration of the physical world and the cyberspace.
5. Understand blockchain technology and its uses in the finance industry.

**UNIT I: INTRODUCTION TO BUSINESS INTELLIGENCE & BUSINESS ANALYTICS** **9 Hours**

Business Intelligence - Business Analytics - Types of Business Analytics – Domains of Analytics – Behaviourial Analytics – Cohort Analytics – Applications of Business Analytics - Difference between Business Analytics and Business Intelligence

**UNIT II: ARTIFICIAL INTELLIGENCE** **9 Hours**

Artificial Intelligence - History of Artificial Intelligence – Methods and goals of Artificial Intelligence- Applications of Artificial Intelligence- Tools of Artificial Intelligence - Issues in Artificial Intelligence - Future of Artificial Intelligence

**UNIT III: MACHINE LEARNING** **9 Hours**

Definition of Machine Learning - Machine Learning Methods – Artificial Neural Networks - Deep Learning – Clustering – Inductive Logic Programming – Representation Learning – Practical uses of Machine Learning – Ethics in Machine Learning

**UNIT IV: INTERNET OF THINGS** **9 Hours** Internet of Things – Meaning – Characteristics of Internet of Things (IoT) – Technologies for Internet of



Things(IoT) - Applications of Internet of Things (IoT) – Cloud Computing and Internet of Things (IoT) – Business Models for Internet of Things - Problems in Internet of Things.

### **UNIT V: BLOCK CHAIN TECHNOLOGY**

**9 Hours**

Block Chain Technology – Meaning of Blockchain – Types of Blockchain – Blockchain Technology and Finance industry – Bitcoin and Smart Contract - Uses of Blockchain

#### **RECOMMENDED TEXT BOOKS:**

1. Stevan Finalay, Artificial Intelligence and Machine Learning for Business, Relativistic Publisher, 2018
2. Sharda, R., Delen, D., Turban, E., Aronson, J., & Liang, T. (2014). Business intelligence and analytics. System for Decesion Support, 398, 2014.

#### **REFERENCE BOOKS:**

1. Julie, E. G., Nayahi, J. J. V., & Jhanjhi, N. Z. (Eds.). (2020). Blockchain Technology: Fundamentals, Applications, and Case Studies. CRC Press.
2. Strous, L., & Cerf, V. G. (2018). Internet of things. Webopedia, www. webopedia. com/TERM/I/internet\_of\_things. html.

#### **E-LEARNING RESOURCES:**

1. <http://www.mindtools.com/pages/article/henri-fayol.htm>
2. [http://faculty.mercer.edu/jackson\\_r/Ownership/chap02.pdf](http://faculty.mercer.edu/jackson_r/Ownership/chap02.pdf)
3. <http://global.kyocera.com/inamori/management/twelve.htm>

### **GUIDELINES TO THE QUESTION PAPER SETTERS**

#### **QUESTION PAPER PATTERN**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

## BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBLEM
I	2		1		2	
II	3		2		1	
III	2		2		1	
IV	3		1		1	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Recognize the business intelligence tools and critically apply the concepts and methods of business analytics	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Demonstrate fundamentals of artificial intelligence (AI) and its future in organisations	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Instrument various machine learning methods in a range of real business applications	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Explore the interconnection and integration of the physical world and the cyberspace	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Understand blockchain technology and its uses in the finance industry	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6=Create**

## TRAVEL AND TOURISM ELECTIVES

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: HOSPITALITY MANAGEMENT</b>	<b>COURSE CODE: 20PMBA3T1</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE:**

- To understand the structure, nature and operating characteristics of the different sectors of the hospitality industry: Hotel and its financial management.

### **COURSE OUTCOME:**

1. Identify skills relevant to the operational areas of hospitality management.
2. Interpret the fundamental principles of essential services in hospitality.
3. Recognize the challenges of working effectively with other disciplines.
4. Demonstrate dimensions of investment decisions in the industry.
5. Develop a plan for effective management.

### **UNIT I: EVOLUTION OF HOTEL INDUSTRY**

**9 Hours**

Definition of Hotel - Various stages of growth, trends - Classification of Hotels – Relationship between Hotel and Travel Industry.

### **UNIT II: HOTEL AND ITS FUNCTIONS**

**9 Hours**

Food production – hierarchy and functions, Food and beverage service – hierarchy, functions and outlets, Front Office & Lobby – Hierarchy, functions and various activities. Housekeeping – hierarchy, importance, various activities and cleaning procedure.

### **UNIT III: PERSONNEL AND FINANCIAL MANAGEMENT**

**9 Hours**

Personnel Management – Development & policies, Recruitment, Selection and Induction, Importance of training, Financial management – definition and scope, Application of management accounting, Investment and operational decisions.

**UNIT IV: THE HOTEL BUSINESS****9 Hours**

The economics of the hotel business -Dimensions of the hotel investment decision- Brand Competition Changes in franchise relationship.

**UNIT V: THE PRINCIPLES OF HOSPITALITY MANAGEMENT****9 Hours**

Planning in organization- Characteristics of control system- Element of leading and directing

**RECOMMENDED TEXT BOOKS:**

1. Wood, R. C. (Ed.). (2015). Hospitality management: a brief introduction. Sage.
2. Walker, J. R. (2006). Hospitality Management. Moscow: UNITI [in Russian].

**REFERENCE BOOKS:**

1. Harris, P. J., & Mongiello, M. (Eds.). (2006). Accounting and financial management: Developments in the international hospitality industry. Routledge.
2. Pantelidis, I. S. (Ed.). (2014). The Routledge handbook of hospitality management. Routledge.

**E-LEARNING RESOURCES:**

1. <https://www.xotels.com/en/blog>
2. <https://www.ehospitalitytimes.com/>
3. <https://www.boutiquehotelnews.com>

**GUIDELINES TO THE QUESTION PAPER SETTERS  
QUESTION PAPER PATTERN**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Identify skills relevant to the operational areas of hospitality management	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Interpret the fundamental principles of essential services in hospitality	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Recognize the challenges of working effectively with other disciplines	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Demonstrate dimensions of investment decisions in the industry	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Develop a plan for effective management	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: EVENT MANAGEMENT</b>	<b>COURSE CODE: 20PMBA3T2</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE:**

- To enable the students to understand the essentials of hospitality management and familiarize with resort and event management

### **COURSE OUTCOME:**

1. Illustrate the steps of planning and organizing an event
2. Understand the strategic marketing methods and media planning for events
3. Demonstrate knowledge and ability to identify risk areas.
4. Knowledge and ability to review and analyze events
5. Analyze the role of fairs and exhibitions in image building

### **UNIT I: RESORT MANAGEMENT**

**9 Hours**

Concepts of resorts management – planning – marketing – maintaining and development of resorts, Types of resorts – major players in resort industry in India – Sterling group, Mahindra group, etc., Introduction to Conventions, Exhibitions and Meetings (MICE), components of the conference market. Introduction to convention venues – Characteristics of conferences and conventions.

### **UNIT II: CONFERENCE MARKETS**

**9 Hours**

The nature of conference markets – the demand for conference facilities. The economic and social significance of conventions. The impacts of conventions on local and national communities – demographic trends – geographical distribution. An international market perspective. An introduction to planning professional meets. Management of conference at site. Role of Travel agency in the management conference.

### **UNIT III: CONTRACT NEGOTIATIONS**

**9 Hours**

Contract negotiations: The law of professional Meeting and convention check list. Development of convention – hotel sales and marketing plan – hotel convention service management.

**UNIT IV: EVENT MANAGEMENT ADMINISTRATION****9 Hours**

Practices in Event management – Organizing and Planning events – customer care management – starting and managing event business – Event Marketing – Marketing Equipments & tools –Event coordination

**UNIT V: TRAVEL INDUSTRY & FAIRS****9 Hours**

Travel Industry Fairs - Benefits of Fairs – marketing tour brochures through fairs. ITB – WTM – BTF – TTW – PATA TRAVEL MART.

**RECOMMENDED TEXT BOOKS:**

1. Bowdin, G., Allen, J., Harris, R., McDonnell, I., & O'toole, W. (2012). Events management. Routledge.
2. Allen, J., Harris, R., & Jago, L. (2022). Festival & special event management. John Wiley & Sons.
3. Weerakoon, H. S. G. A. (2021). Event Management System for Conference & Workshop (Doctoral dissertation).

**REFERENCE BOOKS:**

1. Getz, D., & Page, S. J. (2019). Event studies: Theory, research and policy for planned events. Routledge.
2. Jackson, N., & Angliss, K. (2017). A practical guide to event promotion. Routledge.

**E-LEARNING RESOURCES:**

1. <https://www.thebalancesmb.com/what-is-event-management-4067066>
2. <https://www.entrepreneur.com/article/37892>
3. <http://www.pondiuni.edu.in/sites/default/files/event-mgt-260214.pdf>

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>



### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Illustrate the steps of planning and organizing an event	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Understand the strategic marketing methods and media planning for events	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Demonstrate knowledge and ability to identify risk areas.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Knowledge and ability to review and analyze events	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Analyze the role of fairs and exhibitions in image building	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: TOURISM MANAGEMENT</b>	<b>COURSE CODE: 20PMBA3T3</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To develop the understanding about the conceptual and theoretical basis and understand the various tourism resources in India

**COURSE OUTCOME:**

1. Trace the history of tourism as an industry
2. Evaluating the factoring influencing tourism demand.
3. Analyse the role of agencies in tourist inflows
4. Measure the impact of tourism benefits
5. Assess the social and environment impact of tourism.

**UNIT I: INTRODUCTION TO TOURISM**

**9 Hours**

Concepts, Definitions & Historical development of Tourism. Types of Tourist: Tourist, traveler, excursionist. Forms of tourism: Inbound, Domestic, International. Tourism System: Nature, Characteristics and components of tourism industry.

**UNIT II: DEMAND FOR TOURISM**

**9 Hours**

Tourism Demand, Motivation of Tourism Demand. Measuring Tourism Demand. Pattern & characteristic of tourism supply Factors influencing tourism supply.

**UNIT III: TOURIST INFLOWS & AGENCIES**

**9 Hours**

Elements of Tourist Destination. Influences of elements on tourist flows. Role of ITDC, State Tourism Development Corporations, ASI, Ministry of Railways; Civil Aviation in tourism development, Role and functions of Important Tourism Organizations: WTO, IATA, PATA, TAAI, WTTC, FHRAI.

**UNIT IV: IMPACT OF TOURISM**

**9 Hours**

Tourist Development VIS-A VIS Impacts, Range of Impacts, costs and benefits of (socio-cultural, economic and physical) at TGR.TTR and TDR

**UNIT V: IMPACT ASSESSMENT****9 Hours**

Impact assessment methods, Social impact assessment, Environmental impact assessment and environmental audit. Managing impacts: Role of various policy measures, control, standard capacities.

**RECOMMENDED TEXT BOOKS:**

1. Page, S. J. (2014). Tourism management. Routledge.
2. Buhalis, D., & Costa, C. (Eds.). (2006). Tourism management dynamics: trends, management and tools. Routledge.

**REFERENCE BOOKS:**

1. Horner, S., & Swarbrooke, J. (2004). International cases in tourism management. Routledge.
2. Ryan, C., & Page, S. (2012). Tourism management. Routledge.
3. Inkson, C., & Minnaert, L. (2022). Tourism management: an introduction. Sage.

**E-LEARNING RESOURCES:**

1. <http://www.pondiuni.edu.in/sites/default/files/Tourism%20Principles%2CPolicies%20and%20Practicet200813.pdf>
2. <https://epdf.pub/tourism-management-third-edition-an-introduction.html>

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Trace the history of tourism as an industry	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Evaluating the factoring influencing tourism demand	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Analyse the role of agencies in tourist inflows	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Measure the impact of tourism benefits	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Assess the social and environment impact of tourism	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: TRAVEL AGENCY AND TOUR OPERATIONS</b>	<b>COURSE CODE: 20PMBA3T4</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE:**

- The course is designed to orient the students regarding the prevalent procedures and processing style in respect of travel agency business and its management.

### **COURSE OUTCOME:**

1. Illustrate the growth of tourism agencies in tour operations.
2. Prepare the organizational chart of tour agencies.
3. Equip the plan itinerary for tour packages.
4. Analyse the role of professional bodies in tourism sector.
5. Scrutinize the cost of tour packages.

### **UNIT I: INTRODUCTION TO TRAVEL AGENCIES AND TOUR OPERATORS 9 Hours**

Travel Agencies and Tour Operators- meaning, concept, types and importance. Historical growth and development of travel agency and tour operation business. Difference between travel agency and tour operator. Linkages and integrations in travel agency and tour operation.

### **UNIT II: TRAVEL AGENCY AND TOUR OPERATION BUSINESS 9 Hours**

Organizational Structure/Chart of travel agency and tour operator and its different sections. Functions of Travel agency and Tour Operator. Setting up a full- fledged Travel Agency- Travel Agency approval by MOT and IATA. Equipment and Infra structural requirements.

### **UNIT III: ITINERARY PLANNING AND DEVELOPMENT 9 Hours**

Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning- Do's and Don'ts of Itinerary preparation- Tour Formulation and Designing Process. Procedure for effective itinerary designing and development.

### **UNIT IV: TOUR PACKAGING AND COSTING 9**

**Hours** Introduction-Types of Package Tour, Components of a Standard Package Tour, Tour Formulation- Factors affecting, Tour design and Selection process, Significance of Package Tours. Tour Cost-Components of tour cost, Factors affecting the tour cost- Costing a Tour Package.

**UNIT V: GOVERNMENT AND PROFESSIONAL BODIES****9 Hours**

Department of Tourism, Government of India and respective state government's role in uplifting travel and tour business. Role and Responsibility of Travel Trade Associations: Objectives, Roles and Functions of UFTAA, PATA, IATA, IATO, WTO, TAAI, ATAIOI, WATA.

**RECOMMENDED TEXT BOOKS:**

1. The Business of Travel Agency and Tour Operations Management-A K Bhatia, Sterling Publishers Pvt Ltd
2. Guide to starting a Travel Agency and Tour Operation Business-The Business of Tourism, Xcess's Board of Editors, Xcess Infostore Pvt Ltd

**REFERENCE BOOKS:**

1. Bhatia, A. K. (n.d.). The Business of Travel Agency and Tour Operations Management. Sterling Publishers Pvt Ltd.
2. Xcess's Board of Editors. (n.d.). Guide to starting a Travel Agency and Tour Operation Business - The Business of Tourism. Xcess Infostore Pvt Ltd.

**E-LEARNING RESOURCES:**

1. <https://www.treksoft.com/en/blog/9-travel-trends-that-will-drive-the-tourism-industry-in2019>
2. <https://www.torontosom.ca/blog/scope-and-future-of-tourism-management>
3. <https://www.tourwriter.com/travel-software-blog/understand-travel-industry/>

**GUIDELINES TO THE QUESTION PAPER SETTERS****QUESTION PAPER PATTERN**

<b>Section</b>	<b>Question Component</b>	<b>Numbers</b>	<b>Marks</b>	<b>Total</b>
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	<b>30</b>
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	<b>30</b>
<b>C</b>	Q.No. 20 is Compulsory (CaseStudy) and Answer any 3 from Q.No. 21 to 25	20-25	10	<b>40</b>
<b>TOTAL MARKS</b>				<b>100</b>



**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		1		1	
II	3		2		1	
III	2		2		1	
IV	3		1		2	
V	2		1		1	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Illustrate the growth of tourism agencies in tour operations.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Prepare the organizational chart of tour agencies	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Equip the plan itinerary for tour packages	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Analyse the role of professional bodies in tourism sector	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Scrutinize the cost of tour packages.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

## INTERNATIONAL BUSINESS ELECTIVES

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: INTERNATIONAL TRADE</b>	<b>COURSE CODE: 20PMBA3B1</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE:**

- To provide students with a thorough grounding in the theory of international trade and international trade policy and examine the various aspects involved in foreign trade.

### **COURSE OUTCOME:**

- 1: To enable to secure strong foundations on the concepts, theories and issues in International Trade.
- 2: To evaluate the relevance of modern theories of international trade.
- 3: To understand the pros and cons of free trade and protectionism
- 4: To assess the importance of adjusting Balance of Payments
- 5: To identify the theories of foreign exchange and its types.

### **UNIT I: INTRODUCTION TO INTERNATIONAL TRADE**

**9 Hours**

International Trade – Concepts and Scope - Bases of International Trade – Theories of International Trade: Absolute and comparative cost advantages theories - IMF and International liquidity – World Bank and International Economics Development- International debt problems: Issues and initiatives.

### **UNIT II: THEORIES OF INTERNATIONAL TRADE**

**9 Hours**

Modern theories on International trade: Heckscher – Ohlin models – Samuelson models –Modern theories Vs Classical theories – Terms of trade: Concept and measures.

### **UNIT III: TRADE AND TRADE BLOCKS**

**9 Hours**

Trade and development: Gains from trade – Trade as a substitute for growth – Theory of Immiserising growth – Free trade Vs Protection – Trade Barriers – Trade Blocks: NAFTA, ECM, AND ASEAN.

### **UNIT IV: BALANCE OF PAYMENTS**

**9 Hours**

Equilibrium in International Trade – Balance of Trade and Balance of Payments –Disequilibrium in BOP – Adjustments for equilibrium in BOP.

**UNIT V: FOREIGN EXCHANGE****9 Hours**

Exchange Rate: Theories: Gold Standard – Mint Parity and Purchase Paper Parity theories – Determinants of Exchange Rate – Fixed Rate Vs Floating Rate systems. International monetary system

**RECOMMENDED TEXT BOOKS:**

1. Krugman, P. R., & Obstfeld, M. (Year). International Trade: Theory and Policy. ISBN: 9780133408905.
2. Salvatore, D. (Year). International Economics. ISBN: 9781118282147.

**REFERENCE BOOKS:**

1. Markusen, J., Melvin, J., & Kaempfer, W. (Year). International Trade: Theory and Evidence. ISBN: 9781133947721.
2. Pugel, T. (Year). International Economics. ISBN: 9781259010952.
3. Gandolfo, G. (Year). International Finance and Open-Economy Macroeconomics. ISBN: 9783540881147

**E-LEARNING RESOURCES:**

1. <https://pdfs.semanticscholar.org/0c65/06f1ab891cb40206230f6d841cb7e11796a7.pdf>
2. [http://seaopenresearch.eu/Journals/articles/SPAS\\_11\\_10.pdf](http://seaopenresearch.eu/Journals/articles/SPAS_11_10.pdf)
3. [https://unctad.org/meetings/en/SessionalDocuments/tdb64d5\\_en.pdf](https://unctad.org/meetings/en/SessionalDocuments/tdb64d5_en.pdf)

**GUIDELINES TO THE QUESTION PAPER SETTERS  
QUESTION PAPER PATTERN**

<b>SECTION</b>	<b>QUESTION COMPONENT</b>	<b>NUMBERS</b>	<b>MARKS</b>	<b>TOTAL</b>
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	30
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	30
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-23	20	40
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
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CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	To enable to secure strong foundations on the concepts, theories and issues in International Trade.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	To evaluate the relevance of modern theories of international trade.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	To understand the pros and cons of free trade and protectionism	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	To assess the importance of adjusting Balance of Payments	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	To identify the theories of foreign exchange and its types.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: EXPORT MANAGEMENT</b>	<b>COURSE CODE: 20PMBA3B1</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- To understand the processes involved in documentary collections, documentary letters of credit and guarantees, including the responsibilities of the various parties.

**COURSE OUTCOME:**

- 1: To have deep knowledge in the framework of export documentation
- 2: To evaluate the different export cargo in shipment
- 3: To analyse the various incentives offered to exporters
- 4: To identify the role of export credit insurance
- 5: To have thorough knowledge on role and functions of Export Promotion Councils and SEZ

**UNIT I: INTRODUCTION TO EXPORT MANAGEMENT**

**9**

**Hours**

Export Documentation – Framework – Standardized Pre-shipment Export Documents – Commercial and Regulatory Documents - Export credit instruments and Procedures: Letters of credit and types – Documents required for export credit.

**UNIT II: CARGO AND TRANSPORTATION**

**9**

**Hours**

Shipment of Export cargo: By sea, by air and by post – Procedure – and Documents required for shipment of cargo – Multimodal transport – Procedure and documentation.

**UNIT III: EXPORT INCENTIVES**

**9**

**Hours**

Export incentives under EXIM Policy – EPCG scheme – Duty drawback – Central excise and sales tax exemption – exemption of export profit from Income Tax – Procedure for availing export incentives – Documents required for export incentives – Direction of India’s exports: Thrust Products and destinations.

**UNIT IV: EXPORT CREDIT AND GUARANTEE CORPORATION**

**9**

**Hours**

Export credit insurance – services of Export Credit and Guarantee Corporation in export credit insurance – Specific Policy and Small Exporters Policy – Guarantees – Procedure for availing credit insurance and necessary documents.

## **UNIT V: EXPORT PROMOTION COUNCILS AND SEZ**

**9**

### **Hours**

Role and functions of Export Promotion Councils, Commodity Boards, Directorate of commercial Intelligence and Statistics, Indian Trade Promotion Organization, Indian Institute of Foreign Trade and Director General of Foreign Trade – Role of Export Processing Zones, Special Economic zones and 100% Export Oriented units.

### **RECOMMENDED TEXT BOOKS:**

1. IIFT Background Papers on “Export Procedures & Documentation”.
2. Exporters Encyclopaedia. Dun & Bradstreet,
3. N.Y. Indian Carriage of Goods by Air Act.

### **REFERENCE BOOKS:**

4. Foreign Exchange Manual, RBI.
5. Quality Control and Pre-shipment Inspection for exports. S. Ramakrishna et al., Exim Bank Publications.

### **E-LEARNING RESOURCES:**

1. <http://rafael.glendale.edu/poorna/ib/seyoum%20book.pdf>
2. <https://www.shippingsolutions.com/blog/how-to-succeed-in-going-global>
3. <https://www.shippingsolutions.com/blog/beginners-introduction-to-incoterms>

## **GUIDELINES TO THE QUESTION PAPER SETTERS**

### **QUESTION PAPER PATTERN**

<b>SECTION</b>	<b>QUESTION COMPONENT</b>	<b>NUMBERS</b>	<b>MARKS</b>	<b>TOTAL</b>
<b>A</b>	Answer any 10 out of 12 Questions	1-12	3	30
<b>B</b>	Answer any 5 out of 7 questions	13-19	6	30
<b>C</b>	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-23	20	40
<b>TOTAL MARKS</b>				<b>100</b>



## BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	To have deep knowledge in the framework of export documentation	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	To evaluate the different export cargo in shipment	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	To analyse the various incentives offered to exporters	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	To identify the role of export credit insurance	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	To have thorough knowledge on role and functions of Export Promotion Councils and SEZ	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: FOREIGN EXCHANGE MANAGEMENT</b>	<b>COURSE CODE: 20PMBA3B1</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVES:**

- To understand how the foreign Exchange Market operates and to understand the principles of Currency valuation

**COURSE OUTCOME:**

- 1: To understand the mechanism of foreign exchange market
- 2: To know how exchange rates are determined
- 3: To analyse the factors influencing forward rates
- 4: To evaluate the techniques used to manage foreign exchange risk
- 5: To understand foreign exchange management in India

**UNIT I: INTRODUCTION TO FOREIGN EXCHANGE MANAGEMENT 9**

**Hours**

Foreign Exchange: Concept and Significance – Foreign change Rate: Direct and indirect quotations – Interbank and Merchant rates – Spot rates and forward rates – T.T. rates – Cross rates; Computation – Foreign exchange markets – Organisation of forex market.

**UNIT II: EXCHANGE RATE DETERMINATION 9**

**Hours**

Determination of Exchange Rate: Purchasing Power Parity theory – Interest rate parity theory – Flow model – Asset market model – Forecasting of exchange rates – Concepts of Nominal Effective Exchange Rate and Real effective Exchange rate.

**UNIT III: FORWARD EXCHANGE CONTRACTS 9**

**Hours**

Forward exchange contracts: Types – Forward exchange rate computation – Factors affecting forward rates – Extension and cancellation of forward contracts – option contracts: Types and mechanism.

**UNIT IV: FOREX RISK MANAGEMENT 9**

**Hours**

Foreign exchange risk management: Transaction exposure risk: Internal Strategies – Risk shifting, Risk sharing – Exposure netting and offsetting – External Strategies: Foreign currency options –

Forward and money market hedge – Currency Swaps – Interest Rate Swaps. Economic Exposure risk – Inflation and exchange risk – Economic consequences of Exchange rate changes - managing economic exposure risk.

**UNIT V: FOREX MANAGEMENT IN INDIA**

**9 Hours**

Exchange management in India: Fixed and floating rates – Rupee convertibility – NOSTRO, VOSTRO and LORO Accounts – Exchange control measures: Need and Forms and relevance – Foreign Exchange Reserves of India: Trend, composition and management – Impact on exchange Rate – Monetary and fiscal policy initiatives for exchange rate management.

**RECOMMENDED TEXT BOOKS:**

1. Shapiro, A. C. (2018). Multinational Financial Management. John Wiley & Sons.
2. Gump, C. G. (2015). ABC of Foreign Exchange. Routledge.
3. Krishnamoorthy, S. (2019). Guide to Foreign Exchange Regulations. McGraw-Hill Education.

**REFERENCE BOOKS:**

1. Chatterjee, A. K. (2017). Principles of Foreign Exchange. Pearson.
2. Jeevanadam, N. S. (2016). Foreign Exchange – Practice, Concepts and Control. Oxford University Press.
3. Rajwadi. (2020). Foreign Exchange Management. Springer.
4. Debroi, B. (2014). Rupee Convertibility. SAGE Publications.

**E-LEARNING RESOURCES:**

1. <https://www.sconline.com/blog/post/2019/02/28/foreign-exchange-management-foreign-currency-accounts-by-a-person-resident-in-india-amendment-regulations-2019/>
2. <https://www.dripcapital.com/en-in/resources/blog/all-you-need-to-know-about-rbi-fema-guidelines>

**GUIDELINES TO THE QUESTION PAPER SETTERS**

**QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
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C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-23	20	40
<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		2		1	
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IV	2		1		1	
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TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

#### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

#### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	To understand the mechanism of foreign exchange market	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	To know how exchange rates are determined	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	To analyse the factors influencing forward rates	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	To evaluate the techniques used to manage foreign exchange risk	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	To understand foreign exchange management in India	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: CROSS CULTURAL MANAGEMENT</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

- The students will understand to the importance of cross-cultural management and will learn about the strategies for effective cross-cultural management.

**COURSE OUTCOME:**

- 1: To be conversant with the challenges in the cross-cultural management in globalized era
- 2: To formulate strategy in the cross-cultural environment
- 3: To map the cultural differences for the effective communication
- 4: To assess and leverage the benefits of global HRM
- 5: To adapt and design organization structure to suit multi-cultural teams

**UNIT I: INTRODUCTION TO CROSS CULTURAL MANAGEMENT 9**

**Hours**

Introduction to cross-cultural management - The globalization of business and people in the 21st century - Understanding culture and cultural differences around the globe -A look at cross-border business agreements -Components of cultural intelligence - Key cultural values and concepts

**UNIT II: CULTURE AND GLOBAL MANAGEMENT 9**

**Hours**

Developing cultural intelligence: Stages, process and supporting activities -National and global cultures explored -Decision-making models across cultures: Goals, motivation and ethics in decision-making - Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building

**UNIT III: CROSS CULTURE 9**

**Hours**

Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Multi cultural contexts in India – Europe/ India – US settings; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context- Cross-cultural communication failures -The cross-cultural communication process: Verbal language, codes and conventions, Non-verbal communication.

**UNIT IV: GLOBAL HRM****9 Hours**

Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies. Leadership across cultures: styles, expectations and management examples

**UNIT V: CORPORATE CULTURE****9****Hours**

Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement- Working in multi-cultural teams: concepts, processes and performance -Culturally intelligent team management: skills and strategies.

**Total: 45 Hours****RECOMMENDED TEXT BOOKS:**

1. Cross-Cultural Management: Essential Concepts, David C. Thomas, Mark F. Peterson, Sage Publications
2. Cross – Cultural Management: Texts and Cases, Dipak Kumar Bhattacharyya PHI Learning Private Limited 2010
3. Deresky Helen, International Management: Managing Across Borders and Cultures Longman Higher Education 1993

**REFERENCE BOOKS:**

1. Cashby Franklin, Revitalize Your Corporate Culture: Routledge
2. John R. Childress , Larry E. Senn The Secret of A Winning Culture: Leadership Press, The, Los Angeles, U.S

**E-LEARNING RESOURCES:**

1. <https://www.pitsolutions.ch/blog/cross-cultural-management/>
2. [https://www.researchgate.net/publication/234021283\\_CrossCultural\\_Management\\_Research\\_The\\_Ostrich\\_and\\_the\\_Trend](https://www.researchgate.net/publication/234021283_CrossCultural_Management_Research_The_Ostrich_and_the_Trend)
3. <https://blog.crossculture.com/>

**GUIDELINES TO THE QUESTION PAPER SETTERS**

## QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-23	20	40
<b>TOTAL MARKS</b>				<b>100</b>

## BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

## PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	To be conversant with the challenges in the cross-cultural management in globalized era	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	To formulate strategy in the cross-cultural environment	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	To map the cultural differences for the effective communication	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	To assess and leverage the benefits of global HRM	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	To adapt and design organization structure to suit multi-cultural teams	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**



## ENTREPRENEURSHIP ELECTIVES

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: MANAGEMENT OF SMALL BUSINESS</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

### **COURSE OBJECTIVE:**

To educate students on how to build, manage and run a small business successfully

### **COURSE OUTCOME:**

1. Understand the implication of size of the business as defined by the Ministry of HRD and the role of Business in development of the Nation.
2. Comprehension of Business plan by studying feasibility of various aspects to start a business.
3. Reflect the Support extended by Government of India to support Small Business.
4. Outline the basic accounting for Small Business
5. Appraise the challenges and opportunities faced by Small Business

### **UNIT I INTRODUCTION TO SMALL BUSINESS MANAGEMENT 9 Hours**

Definition of Micro and Small Business-Types of Small Business: Manufacturing – Services –  
Role of Small Business in development of a Nation

### **UNIT II START-UP ECO SYSTEM 9 Hours**

Stakeholders - SWOT Analysis - Brain storming- Go error- Drop error - Business plan Preparation:  
Financial Feasibility, organizational feasibility, Operational Feasibility, Technical Feasibility and  
Marketing Feasibility

### **UNIT III GOVERNMENT OF INDIA SUPPORT TO SMALL BUSINESS 9 Hours**

MSME (Ministry of Micro, Small & Medium Enterprises.)- NABARD (National Bank for  
Agriculture and Rural Development) - RWED (Rural Women Entrepreneurship Development) -

KVIC (Khadi, Village and Coir Industries)- TANSTIA (Tamilnadu Small and Tiny Industries Association) – NSIC (The National Small Industries Corporation) – SIDBI - SSIDC

#### **UNIT IV STRATEGIES FOR SMALL BUSINESS**

**9 Hours**

Basic Accounting for Small Business – Understanding the uses of Balance sheet –Financial Statements – Cash budget - Working Capital - Long-Term Source of Finance-Cost Classification –BEP

#### **UNIT V CHALLENGES AND OPPORTUNITIES FACED BY SMALL BUSINESS** **9 Hours**

Source of funds- Cost leadership – Market coverage – Working capital management – Skilled Labour – Brand Image – Product Positioning – Infrastructure – Make in India: Entrepreneurial opportunities in different sectors: Ancillary units, Village and cottage industries, Agriculture and Artisans

**Total: 45 Hours**

#### **RECOMMENDED TEXT BOOKS:**

1. Small Scale Industries and Entrepreneurial Development, C.S.V. Murthy, Himalaya Publishing House.
2. Entrepreneurship and Small Business Management, Bansal C. L, Hindustan Publishing Corporation.

#### **REFERENCE BOOKS:**

1. David Cadden, 'Small Business Management in the 21st Century', Saylor Foundation, ISBN 13: 9781453345566, 2012.
2. Meir Liraz, 'Small Business Management: Essential Ingredients for Success', Create Space Independent Publishing Platform, 1974123391, 9781974123391, 2017
3. Entrepreneurship and Small Business Management, Shukla, MB, (2011), Kitab Mahal, Allahabad
4. Entrepreneurship and New Venture Creation, Sahay A., V. Sharma (2008) Excel Books, New Delhi.

#### **E-LEARNING RESOURCES:**

1. <https://msme.gov.in>
2. [https://msme.gov.in/sites/default/files/MSME\\_gazette\\_of\\_india.pdf](https://msme.gov.in/sites/default/files/MSME_gazette_of_india.pdf)
3. <http://www.tanstia.org.in>
4. <https://www.toppr.com/content/story/amp/types-of-small-business-104017/>
5. <https://www.startupindia.gov.in>

## GUIDELINES TO THE QUESTION PAPER SETTERS

### QUESTION PAPER PATTERN

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
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<b>TOTAL MARKS</b>				<b>100</b>

### BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		2		1	
II	3		1		1	
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TOTAL						
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### PSO – CO Mapping

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
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**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Understand the implication of size of the business as defined by the Ministry of HRD and the role of Business in development of the Nation.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Comprehension of Business plan by studying feasibility of various aspects to start a business.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Reflect the Support extended by Government of India to support Small Business.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Outline the basic accounting for Small Business	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Appraise the challenges and opportunities faced by Small Business	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: INDIAN ETHOS AND BUSINESS ETHICS</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

To educate the students on the managerial learnings from Indian Literature.

**COURSE OUTCOME:**

1. Categorize the Management Lessons from different scriptures
2. Infer the ethos with reference to Indian and foreign management styles
3. Examine the Management Lessons from Indian Literature
4. Appraise the Idea of Karma
5. Understand the concept of ethics

**UNIT I: INTRODUCTION TO MANAGEMENT LESSONS FROM SCRIPTURES**

**9 Hours**

Relevance of Indian Ethos- Role of Indian Ethos in Managerial Practices: Management Lessons from Scriptures: Vedas - Guru Granth sahib – Bible – Quran

**UNIT II: ETHOS**

**9 Hours**

Meaning of Ethics and Ethos - Indian Vs Foreign Style of Management - Work ethos and values for Indian Managers- Relevance of Value-based Management in Global change: impact of Values on stake holders-Trans-cultural human values -Secular Vs Spiritual values -value system in work culture: Ethnocentrism, Individualism vs Collectivism, Egocentrism, Geocentrism, Polycentrism.

**UNIT III: MANAGEMENT LESSONS FROM INDIAN LITERATURE**

**9 Hours**

Management Lessons: Leadership Concepts, Mentoring and Strategic Management from Kautilya's Arthashastra, Mahabaratha, Ramayana and Thirukurral.

**UNIT IV: CONCEPT OF KARMA**

**9 Hours**

Importance of Karma to Managers, Nishkama Karma- laws of Karma; Law of creation- Law of humility- Law of growth – Law of Responsibility- Law of connection – Corporate Karma Leadership.

**UNIT V: ETHICS**

**9 Hours**

Understanding Business Ethics: Ethical Values, Myths and Ambiguity, Ethical Codes, Ethical Principles in Business; Theories of Ethics: Absolutism vs. Relativism, Kohlberg's Six Stages of Moral Development (CMD). Managing Ethical Dilemma: Characteristics, Ethical Decision

Making, Ethical Reasoning, The Dilemma Resolution Process: Ethical Dilemmas in Different Business Areas Of Finance, Marketing, HRM and International Business.

**RECOMMENDED TEXT BOOKS:**

1. Ethics, Indian Ethos and Management, B. K Nair, Prof. Raja K. C. R, S. Balachandran, Shroff Publishers and Distributors Pvt. Ltd; Second edition, March 2008
2. Indian Ethos in Management, Tushar Agarwal, Nidhi Chandorkar, Himalaya Publishing House Pvt. Ltd., First Edition, 2017

**REFERENCE BOOKS:**

1. Ethics in Management and Indian Ethos, Ghosh Biswanath, Vikas Publishing House Pvt Limited, Second Edition, 2009
2. Indian ethos & business ethics, Ajit Thite Dr. Pradip Sinha, Dr. Nitin Zaware, Dr. Vikas Barbate, Nirali Prakashan, May 2021
3. Dr.R.Krishnamurthi, 'Thirukkural: A Management Treasure', Notion Press, 2018.
4. K.Nagarajan, 'Management thoughts in Thirukkural', Anmol Publications Pvt. Ltd, 2002.
5. N.M.Khanderwal, 'Management concepts from the Mahabharata', New Century Publications, 2003.
6. Narayanji Misra, 'Better Management and Effective Leadership through the Indian Scriptures', Pustak Mahal, 2007.
7. B.Bhattacharyya, 'Myths, Mythology and Management', Notion Press, 2018.
8. Devdutt Pattanaik, Business Sutra: A Very Indian Approach to Management. Aleph Book Company, 2013. ISBN 9788192328072.

**E-LEARNING RESOURCES:**

1. <https://www.exoticindiaart.com/book/details/readings-in-sanskrit-on-economics-and-management-NAM217/>
2. [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1334661](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1334661)
3. <https://www.youtube.com/watch?v=jzoRWzdDKjY>
4. <https://www.youtube.com/watch?v=8okBvVrPo0w>
5. <https://www.youtube.com/watch?v=XGgcIX9BGU8>

**GUIDELINES TO THE QUESTION PAPER SETTERS**  
**QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
A	Answer any 10 out of 12 Questions	1-12	3	30
B	Answer any 5 out of 7 questions	13-19	6	30
C	Q.No. 20 is Compulsory (Case Study) and Answer any 3 from Q.No. 21 to 25	20-25	20	40
<b>TOTAL MARKS</b>				<b>100</b>

**BREAK UP OF QUESTIONS FOR THEORY AND PROBLEMS**

UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
I	2		2		1	
II	3		1		1	
III	2		2		1	
IV	2		1		1	
V	3		1		2	
TOTAL						
<b>SECTION A - 12</b>			<b>SECTION B - 7</b>		<b>SECTION C - 6</b>	

**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3
Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Categorize the Management Lessons from different scriptures	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Infer the ethos with reference to Indian and foreign management styles	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Examine the Management Lessons from Indian Literature	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Appraise the Idea of Karma	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Understand the concept of ethics	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**



<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: PROJECT MANAGEMENT</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

To enlighten the students on the phases of Project management and the essentiality of Project Management a key factor in the success of any business

**COURSE OUTCOME:**

1. Highlight the types of projects and its life cycle
2. Appraise stages in project formulation
3. Examine the various aspects of project appraisal
4. Demonstrate implementation of project
5. Analyse project performance

**UNIT I INTRODUCTION TO PROJECT MANAGEMENT**

**9 Hours**

Definition – Project Manager– Roles- Responsibilities and Selection-Features of projects; Classification and types of projects - Overseas projects - Turnkey projects and its significance - Project life cycle

**UNIT II PROJECT IDENTIFICATION AND FORMULATION**

**9 Hours**

Scouting and screening of project ideas - Basic criteria or selecting the best project opportunities - Project identification for an existing company. Project formulation - Meaning - Stages in project formulation - Need for feasibility studies - Technical and organizational aspects and economic and commercial aspects.

**UNIT III PROJECT APPRAISAL**

**9 Hours**

Market appraisal - Appraisal of managerial and technical aspects -Financial and commercial appraisal - Economic analysis: Economies of scale, Employment generation, social cost and benefit analysis, Contribution to revenue, stability, Priority and Evaluation of international competitiveness - Feasibility studies - Need for feasibility studies. Components of feasibility studies - Feasibility report preparation.

#### **UNIT IV PROJECT IMPLEMENTATION**

**9 Hours**

Project work system design -Work breakdown structure - Project execution plan - Project procedure manual - Project diary -Pre-requisites for successful project implementation. Project overruns - Time and cost overrun.

#### **UNIT V PROJECT CONTROL**

**9 Hours**

Process, Monitoring, Internal and External control, Performance Dimensions - Performance analysis, Performance Index Monitoring. Project Evaluation, - Uses of Bar Charts and Network Analysis – project management Software – Project Reporting and Termination. Project success and failure - Lessons.

#### **RECOMMENDED TEXT BOOKS:**

1. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.
2. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
3. Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2009.

#### **REFERENCES:**

1. Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning, 2017.
2. Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006.
3. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.
4. P Parameshwar Iyer, Engineering Project Management with Case studies Vikas Publishing House

#### **E-LEARNING RESOURCES:**

1. <https://www.manage.gov.in/studymaterial/PM.pdf>
2. [https://www.researchgate.net/publication/320101542\\_PROJECT\\_MANAGEMENT\\_HANDBOOK](https://www.researchgate.net/publication/320101542_PROJECT_MANAGEMENT_HANDBOOK)
3. <https://www.forecast.app/blog/benefits-of-using-project-management-software>
4. <https://www.microsoft.com/microsoft/project>
5. <https://www.zoho.com/projects>
6. <https://www.primavera.com>

**GUIDELINES TO THE QUESTION PAPER SETTERS**  
**QUESTION PAPER PATTERN**

SECTION	QUESTION COMPONENT	NUMBERS	MARKS	TOTAL
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UNITS	SECTION A		SECTION B		SECTION C	
	THEORY	PROBLEM	THEORY	PROBLEM	THEORY	PROBELM
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TOTAL						
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**PSO – CO Mapping**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO5
CO 1	3	3	3	3	3
CO 2	3	3	3	3	3
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CO 4	3	3	3	3	3
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Ave.	3	3	3	3	3

**PSO-CO- Question Paper Mapping**

<b>CO No:</b>	<b>COURSE OUTCOME</b>	<b>PSOs ADDRESSED</b>	<b>COGNITIVE LEVEL (K1 to K6)</b>
CO1	Highlight the types of projects and its life cycle	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO2	Appraise stages in project formulation	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO3	Examine the various aspects of project appraisal	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Demonstrate implementation of project	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Analyse project performance	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**

<b>PROGRAMME: MBA</b>	<b>BATCH: 2024-26</b>
<b>PART: III</b>	<b>COURSE COMPONENT: PROFESSIONAL ELECTIVE</b>
<b>COURSE NAME: SOCIAL ENTREPRENEURSHIP</b>	<b>COURSE CODE:</b>
<b>SEMESTER: III/IV</b>	<b>MARKS:100</b>
<b>CREDITS: 3</b>	<b>TOTAL HOURS: 45</b>
<b>THEORY</b>	

**COURSE OBJECTIVE:**

To educate the students on the importance and operations of social entrepreneurship

**COURSE OUTCOME:**

1. Illustrate the concept of value creation within the boundaries of social entrepreneurship
2. Outline different forms of social enterprises
3. Appraise the impact of Social entrepreneurship
4. Explain the opportunities and challenges in social entrepreneurship.
5. Demonstrate the successful models pertaining to social entrepreneurship

**UNIT I INTRODUCTION TO SOCIAL ENTREPRENEURSHIP 9Hours**

Social entrepreneur – factors impacting transformation into social entrepreneur - characteristics of social entrepreneurs- Differences between Business and Social entrepreneur- Concepts of Value Creation- Boundaries of Social Entrepreneurship – Social service provision, Social activism.

**UNIT II FORMS OF SOCIAL ENTERPRISES 9Hours**

Profit and non-profit Proprietorships – partnership – company-Non-Governmental organisation - Society – Trust and Company registration-factors determining selection of forms of social enterprises – Alliances for social enterprises.

**UNIT III SOCIAL IMPACT 9Hours**

Concept of Sustainable Development and its importance - Factors affecting sustainable development - Environmental costs and its economic value - quest for sustainable models -Political Challenge and development Issues -Millennium Ecosystem Assessment - International Influences

**UNIT IV OPPORTUNITIES AND CHALLENGES IN SOCIAL ENTREPRENEURSHIP  
9 Hours**

Methods of sensing opportunities and fields of opportunities-Assessing and prioritising opportunities- Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds – Public Private Partnership - Challenges in Social Entrepreneurship

## UNIT V STUDY OF SUCCESSFUL MODELS

9Hours

Ashoka: Innovators for the Public - TOMS Shoes-Grameen Bank- Aravind Eye Care Hospitals- Self Employment Women's Association (SEWA)- Bhartia Samruddhi Investment&Consulting Services (BASIX)- Pasumai Payanam-, Siruthuli- Technology Informatics Design Endeavour (TIDE).

### RECOMMENDED TEXT BOOKS:

1. Bornstein, David, How to change the world: social entrepreneurs and the power of new ideas New York, Ny: oxford university press, 2004

### REFERENCES:

1. Robert A. Philips Margret Bonefiel Ritesh Sharma, Social entrepreneurship, the next big business opportunity Global Vision Publishing House, New Delhi, 2011
2. Vasanth Desai, Entrepreneurial development, Himalaya Publishing House, 2008, web resources
3. Jill Kickul and Thomas S.Lyons, Routledge, Understanding social entrepreneurship, the relentless pursuit of mission in an ever changing world, New York, 2014

### E-LEARNING RESOURCES:

1. [https://iyfglobal.org/sites/default/files/CreatingSocialEnterprises\\_English.pdf](https://iyfglobal.org/sites/default/files/CreatingSocialEnterprises_English.pdf)
2. <https://www.investopedia.com/articles/investing/092515/10-most-successful-social-entrepreneurs.asp>

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#### PSO-CO- Question Paper Mapping

CO No:	COURSE OUTCOME	PSOs ADDRESSED	COGNITIVE LEVEL (K1 to K6)
CO1	Illustrate the concept of value creation within the boundaries of social entrepreneurship	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
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CO3	Appraise the impact of Social entrepreneurship	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO4	Explain the opportunities and challenges in social entrepreneurship.	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6
CO5	Demonstrate the successful models pertaining to social entrepreneurship	PSO 1, PSO 2, PSO 3, PSO 4, PSO 5	K1, K2, K3, K4, K5, K6

**K1= Remember, K2= Understand, K3= Apply, K4=Analyse, K5= Evaluate, K6= Create**